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**INDUSTRY**

DECEMBER  
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# Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

VOL. 21 - NO. 12 - DECEMBER, 1943

L. M. BINGHAM, *Editor*

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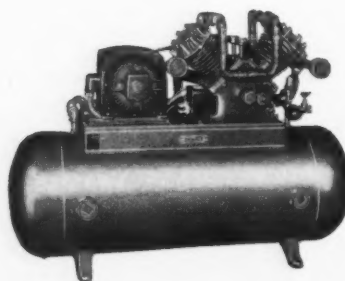
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# GOOD WILL TOWARDS MEN

By A. C. FULLER, *President*



OF all the days in the year Christmas stands out as the most perfect — almost as a time lock releasing once a year the best of the virtues which often lie concealed deep in the hearts of men during other days. There is something eternal about its quality that Christian believers rejoice in—something that even transforms the attitude of doubters and unbelievers. Although tarnished with commercialism, the spirit of "good will towards men" is made to shine through to the most hardened heart by the gay laughter of children or the stirring notes of a Christmas carol.

Yes, the words "Merry Christmas" soon to be heard again in the world which we have turned topsy-turvy once more by conflict, carry a message of hope and joy to men,—ofttimes as a tide lapping over saddened hearts. All over Christendom it is a day for children, one that is far more important to them than their own birthdays. But when the day comes up the white slopes of early winter, mothers and fathers and unmarried folk too, are transformed into the children they once were, and should always be, if they would retain the faith that turns great expectations into reality.

Christmas is more than holly, a silvered tree, laughter, home comings, heart searchings, Santa Claus and carols—more than a wish on a card, a treasured gift or the twinkling lights that beautify our homes; it is the Christlike spirit of justice, charity, hope, faith, freedom and peace man has always yearned for in the deep recesses of his heart, but has never put into general practice. It is a day made for man—a day to remind

him of the joy that might be realized in all the other days of the year if he could but hide his pomp, anger and pride with the Christmas cloak of humility and simplicity that rejoices more in giving than in receiving.

"Good will towards men" is the one and only recipe for peace on earth—not overwhelming armaments and vengeance spent by injured peoples turned victors. Its starting place is in the hearts of each one of us regardless of our station in life. This spirit of good will based on the desire to serve rather than be served is contagious. In the home it brings out the best from other members of the family. At the plant, this spirit of good will and justice, wherever used, has created a harmony that increased production to heights previously believed impossible. Carried on to the consumer it has pushed sales to new highs because of lowered costs and higher quality made possible through harmony which stimulated higher production in the plant. Food for our starving enemies and potential allies in the conquered countries will shorten the war and save thousands of lives. So will an intensely practical spirit of good will and justice lay the foundation stones for the building of a workable peace structure among our allies.

In other years we've hoped vaguely that we might retain the Christmas spirit throughout the year. Let us strive with greater zeal next year and in the years to come to attain "Peace On Earth Good Will Towards Men." This is the one frontier big enough to call forth the best development in America and in the hearts of men everywhere.

# SOUND IN INDUSTRY

HERE IS PRESENTED a convincing case for music in the industrial plant supported by evidence from a study of existing factory records for periods prior to and after the use of music. The material for this article was compiled by the Julian Gross Advertising Agency, a Hartford concern which is doing pioneer survey work in the use of sound systems in industry.

ELECTRONICS is a word which seems to have taken the imagination of all of us in a short period of time because of its frequent use in talk of postwar plans for the betterment of mankind. Some of us have begun to think of it as the unknown quantity, the panacea of world ills. That is probably as erroneous an idea as the exaggerated promises of commodities now ready for immediate postwar release.

Electronics will play an important part in the future scheme of things and does play an important part now in our everyday life. We see its strange mystical powers about us but never think of it as electronics; the electric light, telephone and radio are good

examples. As applied to radio, the expression seems to be, "The surface hasn't been scratched."

Perhaps one of the most interesting applications of sound today is its use in the factory. Some old diehards have said that it was a fad and that it was being used to humor labor because of the shortage. Others say that their competitors are doing it because a large part of the outlay would normally go for taxes.

The impetus that music gives to labor is older than grandma's remedy. The old Pharaohs noted that the application of music to the pyramid builders was a much greater work producer than the lash and the ship's captain knew the value of the sea chanty. The

negro used the self applied psychology of the spiritual and the Volga boatman used his folk song. The Cuban cigar factory had a slightly different approach in its use of the newspaper reader. A simple question to ask yourself is, "How far can an Army march without the drummer?" How then, can it help you?

Today the factory owner has found a multitude of uses for the sound system. He finds it is the only effective way to call anyone, anywhere in the plant in a minimum of time and with a minimum of strain on his overworked telephone system. It is his fire alarm and air raid signal. He sells war bonds and stimulates scrap and salvage drives with it.

The sound system has great value as a news broadcaster because it keeps the worker in touch with the world for those 8 or 10 hours during which he ordinarily wonders what is going on outside. A plant rally and general information bureau can be easily conducted with its aid. It stirs the inertia of the employee in making suggestions to management who often welcome these suggestions but don't know how to get them.

The employer finds that the sound system is the great dramatizer, for with it he has been able to do, through constant indoctrination, a job his safety engineer extols for its completeness and sustained effect.

Then, too, the employer can dramatize his product to the worker and create in him a greater pride of achievement. He promotes production by his ability to talk to each worker whereas before he felt the job so vast that it was futile to contact anyone but his immediate subordinates. Every employee wants to feel as though he has a place in the world and that personal touch is probably one of the finest jobs the employer can do in making for a better understanding between his employee and him. It is the pat on the back every man needs to keep him going at full speed.

The subject of music in the plant is one that should be amplified and explained. Nobody really knows who discovered the interdependence of music and work, but its rediscovery is a fortunate one for all of us. Research has shown that the auditory stimulus is the most effective means of exercising emotional control. The obvious conclusion, then, would be that the music fed in the factory or office must be prepared and censored as to type, quality, quantity and timeliness. All



PROGRAMMING is a most important factor in securing maximum benefits from music on the job. It is a generally accepted practice that playing time should be limited to not more than 2½ hours per day in periods of 15 to 20 minutes each.

of this data has been scientifically compiled and charted, and when the proper application is introduced the results are quite remarkable.

Below are four charts compiled by R. L. Cardinell of the Stevens Institute of Technology, showing the effect of music on production. These charts were drawn from data taken under controlled conditions. Fig. 1 shows the unit output per employee, plotted against time. The dotted curve shows a day without music, the solid curve a day during which music was used. The conditions prevailing on the two sample days were identical in temperature, humidity, ambient noise level, ventilation. The group consisted of sixteen experienced employees. It will be noted that the curves are in both cases erratic, but the horizontal line which defines the total area under the curves is considerably higher where music was used than where it was not. The difference amounts to 5.25 per cent based on the average before music. In more than 75 per cent of the measurements of this sort in all the factories studied, it was found the area under the curve, or total production,

to be greater when music is used than when it was not used.

Fig. 2 shows the total production per 100 man-hours during two typical weeks, one before and one after a music installation was made, and represents the average for a group of approximately 100 employees of all degrees of experience. The difference amounts to 11.4 per cent.

Fig. 3 shows what happens to production when musical installation is made. Each block represents the average production per 100 man-hours in one week. It will be noted also that in only one week was the average production lower after music was used than in the control week before musical installation.

Fig. 4 shows a similar result in another factory. In the case of the latter, the operation studied was one requiring a very high degree of manual dexterity and a sense of timing. Employees were on piecework as in the case of Fig. 3. The average difference is 4.07 per cent. Each line represents a week, and the blocks show the average during the periods of study.

The above graphs show only a part

of the picture as a further investigation on the part of Cardinell showed the amazing effect of music on absenteeism and early departure.

Fig. 5 (page 33) shows what happened in a plant where the employees were on piecework and where they got tired and went home early, before the musical installation was made, and did not do so much of that when there was music to listen to. The graph shows two sample weeks and an average before the musical installation; and four weeks and an average in which music was used.

Fig. 6 (page 33) shows what music does to Monday morning absences. The lines show the percentage of absences per week for four average weeks before, and four after music installations were made; and the blocks show the four-week averages.

Programming is undoubtedly a most important factor in properly controlling the auditory stimuli. It is generally an accepted practice that the playing time should be limited to not more than 2½ hours per day in interludes of 15 to 20 minutes.

(Continued on page 33)

Figure 1

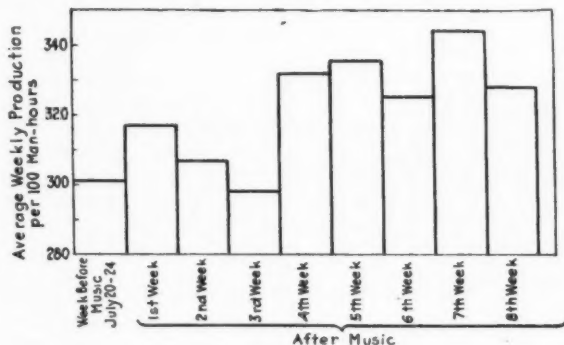
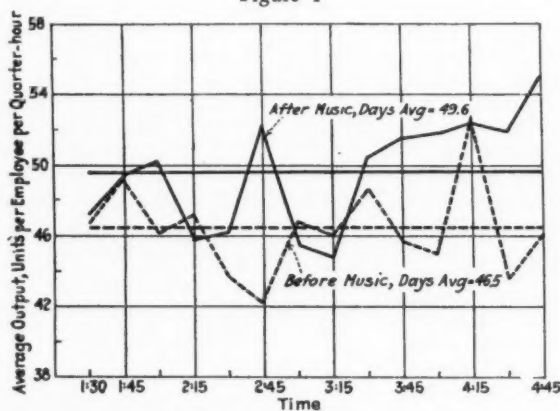


Figure 3

Figure 2

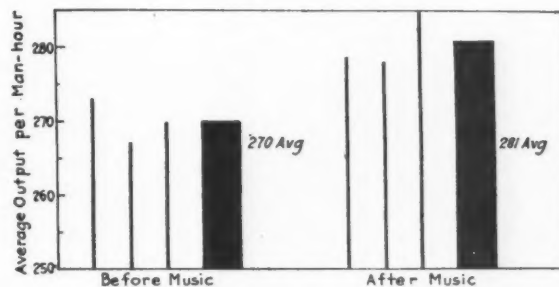
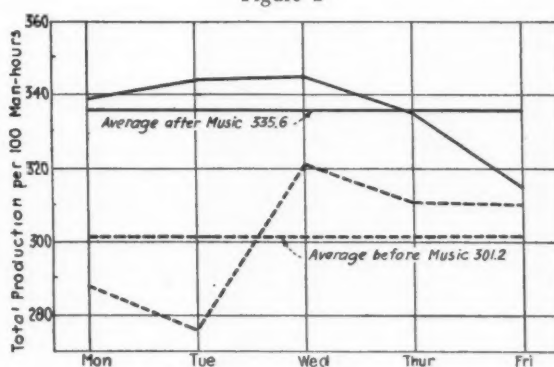


Figure 4

# CONNECTICUT EMPLOYMENT PROGRAM FOR VETERANS

By ARTHUR V. GEARY, *Veterans' Employment Representative for Connecticut.*

**THIS ARTICLE DESCRIBES** the machinery that is set up in Connecticut to rehabilitate the armed service man returning because of wounds or other reasons and explains the procedure employers may follow in securing veterans for job openings.

**H**OW many men are currently being discharged from the armed forces of the United States for disabilities, illness, inaptitude, and because of wounds and disabilities received in combat with the enemy? What is being done to handle the problem of the readjustment of these men to civilian life? Are there agencies available to furnish them with information, advice, assistance, rehabilitation, training and employment? What is being done now to insure employment for Connecticut's quota of the eleven million men and women who will be

discharged from the armed forces in the general demobilization after the war?

These questions are a matter of vital public interest in view of the fact that practically every person in the state has a member of his immediate family, a relative or a friend now serving in the Army, Navy, Marines, Coast Guard, WAVES, WACS, SPARS or Marine Corps Auxiliary.

The answers will be of special interest to Connecticut industrial employers whose sincerity has already been demonstrated by their numerous requests for an opportunity to employ disabled veterans and to offer them the opportunity for steady employment so that they can again take their proper places in their home communities.

Cynics may say that this special interest is based entirely on the manpower shortage in the state. Those who know the facts, however, have been inspired by the real personal concern of Connecticut employers in the individual veterans, the time and thought devoted to careful selection of the right job for seriously disabled men and the many evidences of thoughtfulness and consideration extended to men returning to their former jobs. Many industrial executives and personnel men are veterans of World War I and their interest and understanding is based on the fellowship of arms.

The main objective of rehabilitation, training, occupational adjustment, vocational guidance, etc., is suitable employment. For this reason the facilities provided for employment assistance to men returning from service will be outlined first.

Two agencies established by Federal law are charged with responsibilities in connection with the return to employment of discharged men—The Selective Service System through its re-employment committeemen and the United States Employment Service

through its Veterans' Employment Service.

## Reemployment Committeemen of Selective Service

The reemployment committeemen attached to each draft board are patriotic volunteers, serving without pay. They provide a service in each community by arranging with former employers for employment of returned veterans in their pre-war jobs, the enforcement, if necessary, of the provisions of the Selective Service Act which requires reemployment of discharged men, and in general serving as the personal representative of the discharged man. They work in close cooperation with the Veterans' Employment Service of the U. S. Employment Service.

## Veterans' Employment Service of the U. S. Employment Service

The major responsibility for handling the employment interests of veterans of World War II has been assigned to the U. S. Employment Service of the War Manpower Commission and particularly to the Veterans' Employment Service of the U. S. Employment Service. This organization is prepared for the job by ten years of experience in handling employment problems of World War I veterans through periods of depression and prosperity.

## State Veterans' Employment Representative

Established by the Wagner-Peyser Act, the Veterans' Employment Service consists of a Washington headquarters, a State Veterans' Employment Representative assigned to the State Headquarters of the USES and a local Veterans' Employment Representative in each USES office. The State Veterans' Employment Representative is a member of the Administrative staff of the State Manpower Director, with administrative and supervisory duties in connection with assuring special service to veterans through the eighteen USES offices in the state. He acts also as a liaison man with all other Federal, State and private agencies to insure a cooperative,





coordinated program that will insure the full benefit of all services of such agencies to veterans seeking employment.

### Local Veterans' Employment Representatives

The actual registration, referral and placement of veterans in suitable employment is handled by the local USES office where the local Veterans' Employment Representative is assigned the responsibility for looking after the employment interests of veteran registrants. (Veteran applicants are registered on a distinctive colored card so that their registrations are readily available in the files.) Referral of veterans to employers is made on the basis of qualifications for the job openings.

Through arrangements with the Army, Navy, and Marines, information regarding all Connecticut veterans discharged from the armed forces is made available to the Veterans' Employment Service either through discharge notices or through complete registrations taken by USES interviewers at service hospitals.

### How Employers Can Secure Veterans

Employers can secure the benefit of the services of the Veterans' Employment Service of the USES by placing their orders for workers with the USES office serving their territory. Local VER's will refer qualified veterans registered in their offices and will also advise the State VER of job openings which cannot be filled from the local registrants. The State VER will then notify all other USES offices in the state regarding the jobs open for veterans and in some cases will advise the State VER's in other states of the workers needed.

At the present time these procedures are not too productive of results as there are job opportunities immediately available in the vicinity of the veterans' home towns. As the number of discharged veterans increases, however, it is expected that this method of bringing job openings to the attention of veterans will prove to be an efficient method of furnishing workers to employers and securing the placement of veterans in the type of jobs they are seeking.

The regular USES clearance procedures should also be fully utilized by employers seeking workers as well as the pooled interviews arranged through the USES in New York City, etc.



"FOLLOW THAT CAR UP AHEAD; WE'RE NOT ALLOWED MUCH GAS."

### Occupational Adjustment Interviewers

Veterans who offer a problem in placement for any reason, particularly disabled veterans, also have available the services of the Occupational Adjustment Interviewer in each office—an interviewer specially trained to handle employment problems of persons with physical or mental disabilities or handicaps requiring selective placement. This interviewer arranges referrals to proper agencies of veterans requiring rehabilitation or training. This special service has been successful in placing disabled veterans in jobs utilizing their highest skills—jobs carefully selected so that the handicap offers no impediment to successful performance, including applicants with amputation of arms or legs, impairment of vision or hearing, arrested tuberculosis, cardiac and other organic disabilities, etc. The Occupational Adjustment Interviewer and the local VER work closely with the other agencies whose services are described in the paragraphs following.

### Rehabilitation Agencies

Cooperative agreements in the interests of veterans have been made with the two agencies handling rehabilitation and training. The Vocational Rehabilitation Service of the Veterans Administration provides rehabilitation and training at Federal expense for honorably discharged veterans suffering from service-connected disabilities which offer a vocational handicap. The Vocational Rehabilitation Service of the State Department of Education handles the same program for veterans whose disabilities are not service-con-

nected. These agencies also provide hearing aids, glasses, artificial limbs and other appliances.

The Bureau of Mental Hygiene of the State Department of Health provides doctors and clinics for veterans discharged for nervousness, neurosis and various major and minor mental disabilities, as an aid to rehabilitation and suitable, selected job placement. The Connecticut Society for Mental Hygiene is also cooperating throughout this state with their skilled psychiatrists and clinics.

The State Board of Education for the Blind cooperates closely with the Veterans' Employment Service and USES in handling employment problems of blind veterans and those with serious impairment of vision.

Each office of the USES is equipped to furnish information regarding training facilities such as State Trade Schools, Apprentice Training Service of the War Manpower Commission, Engineering, Science and Management War Training Courses, college extension courses, as well as training courses provided by employers for "on the job" training.

Veterans can also secure information and application blanks at USES offices for U. S. Civil Service and State Merit System examinations. (Veterans are entitled to credits for military service in both Federal and State examinations.)

The Connecticut Unemployment Compensation law was amended at the last session of the Legislature to provide for "freezing" of their earned rights to compensation so that veterans who are eligible and who cannot be placed in suitable employment may secure a maximum of \$22.00 a week up to eighteen weeks.

Veterans requiring emergency financial assistance are eligible under amendments to the law covering the State Fund for Soldiers, Sailors and Marines. The Veterans Home Commission operates a splendidly equipped veterans home at Rocky Hill and handles a number of other benefits provided by Connecticut law including funeral allowances, headstones, etc. The state has also provided tax exemptions, hospital care, separation allowances for dependents, etc., for men who served their country in time of war.

### Veteran Organizations

The Veterans' Employment Service has worked closely for ten years with the American Legion, Disabled Ameri-

(Continued on page 51)



# INDUSTRIAL TRAINING DIRECTORS MEET WITH TWI

**N**INE of the largest war production plants in Connecticut were represented in the first Program Development Training Institute held in New England under the direction of the Connecticut Headquarters of the Training Within Industry Service of the War Manpower Commission.

Experience of plant management as well as of TWI and other state and federal training agencies, has clearly

indicated that to keep industrial training programs operating efficiently in a plant, one capable man must be assigned the responsibility for co-ordinating all training programs in the plant and for keeping them currently effective.

To help meet this need, Training Within Industry offers Program Development Training to assist each such plant man develop his own program. P.D.T., as it is commonly referred to,

"shows training men how they can develop their own in-plant programs by giving them intensified coaching in a method of planning, operating and improving plant-wide training programs. This activity is very broad and will have lasting results, and as it expands, each company reached becomes more self-sufficient in initiating and carrying on its own training program." The Training Directors' Institute schedule as described by A. E. Whitehill, District Representative of T.W.I., and as just completed by the group at New Haven, has covered four days. On the first three days, subjects were presented by the Institute Leader, Mr. James H. Kohlerman of the New York City T.W.I. staff. Each subject was thoroughly discussed by the group in the light of experience in each individual plant represented. Subjects covered were "Identifying Training Needs," "Training for Induction," "Training Non-Supervisory Employees," "Supervisory Training for Knowledge of Work and Knowledge of Responsibilities," "Selection of Supervisors," "Training Supervisors to Conduct Meetings," "Training for Skill of Instruction, Skill of Planning and Skill of Leadership", and the continuous application of such skills, and "Organization of Conference Reports to Management". This program is not offered by T.W.I. on the assumption that industrial plants do not already have efficient training programs in operation but rather from the viewpoint that all training programs can be made more efficient and that exchange of experiences will help one and all.

On the fourth day of the Institute, each participant made a brief presentation of the recommendation that he is submitting to his own plant management as a result of information and additional knowledge gathered during the Institute.

Mr. Whitehill commented on the fact that the nine companies represented above, employ approximately 22% of the war workers of Connecticut. He further stated that this most recent T.W.I. program is not restricted to full time Training Directors but will be made available as rapidly as possible to the men or women in war plants,

(Continued on page 45)



THE FIRST PROGRAM DEVELOPMENT Training Institute held in Connecticut. Seated, left to right: Miss Stella M. McCann, U. S. Rubber, Naugatuck; Haywood Snell, Pratt & Whitney, Div. of United Aircraft; Frank Sutter, Colt's Patent Fire Arms Mfg. Co.; A. E. Whitehill, District Representative, TWI; James H. Kohlerman, Conductor of N. Y. TWI staff; James W. Chapman, Remington Arms; E. C. Brownell, TWI, New Haven; James B. Longacre, Stanley Tools; F. Joseph Finsinger, General Electric; Leo P. Leino, Chance-Vought Aircraft; and John Gagnon, Electric Boat.



A TYPICAL IN-PLANT TRAINING GROUP in Job Relations Training at General Electric, Bridgeport. The prime purpose of PDT (Program Development Training) is to assist plant training heads in a method of planning, operating and improving plant-wide programs such as this.



# THE INDUSTRIAL PLANNING CONFERENCE AND 128th ANNUAL MEETING OF THE MANUFACTURERS ASSOCIATION OF CONNECTICUT

Bridgeport, November 9, 1943

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# HIGH LIGHTS OF THE INDUSTRIAL PLANNING CONFERENCE

## 900 Connecticut Industrialists, Gathered at Bridgeport's "Ritz" for MAC'S 128th Annual Meeting, Focus on Postwar Problems

**I**N an atmosphere created by fast-moving events on all war fronts, the Manufacturers Association of Connecticut gathered at The Ritz, Bridgeport, November 9, and turned its thoughts to the time when these events will culminate in victory, bringing with it the challenges of peacetime problems.

The meeting took the form of an Industrial Planning Conference and concrete evidence that Connecticut industry is acutely aware of the vital need for postwar planning was shown in the fact that approximately 900 persons attended the sessions, the largest number ever to be present at an annual meeting.

Undoubtedly the highlight of the conference was the evening address by Henning W. Prentis, Jr., president, Armstrong Cork Company, Lancaster, Pa., who dramatically pointed out that industry will be faced with a postwar challenge of employing 8,000,000 more persons than were gainfully at work in 1940.

The only way in which that challenge can be met successfully by private business, he said, is by the creation

of new enterprises and expansion of those already existing. However, the enterpriser is willing to risk his money and his time only if he is reasonably sure that the heavy hand of government will not intervene unexpectedly to destroy or take away the fruits of his effort.

To provide that government will not intervene, Mr. Prentis proposed:

"The Congress should promptly proclaim to the people of the United States in unequivocal terms that its primary postwar objective is the withdrawal of government from control (not regulation) of private business and that all government measures will be directed toward a speedy restoration of our system of private competitive enterprise when the war is over."

The other evening speaker, Dr. Saul Dushman, assistant director, research laboratory, General Electric Company, Schenectady, N. Y., told the audience that although the war has led to cessation of fundamental research, it has powerfully stimulated the application of known facts to the development of many new devices and products.

While all of these technological advances have been directed towards advancing the war effort, he said, there is no doubt that many of these new ideas will be of far-reaching application and value when peace comes.

During the afternoon, Alfred C. Fuller, association president, presided at a brief business meeting which heard short reports by Edward Ingraham, association vice-president and president of E. Ingraham Company, Bristol; C. L. Eyanson, executive secretary of the association, budget report; William A. Purtell, MAC treasurer and president of Billings and Spencer Company, Hartford, treasurer's report; and H. C. Wheelen, president, Acme Shear Co., Bridgeport, nominating committee report.

Five new directors were elected to serve terms of four years each. They are R. L. White, president, Landers, Frary & Clark, New Britain; L. J. Ross, vice-president, Torrington Company; R. E. Gaylord, president, Winsted Hosiery Company; H. W. Steinkraus, president, Bridgeport Brass Company, and H. W. Jones, Jr., president, American Tube Bending Company, New Haven.

A postwar display was visualized, developed and sponsored by the following Connecticut firms: Advertising agencies, Products Research Company, Stamford, and Baker, Cameron, Soby and Penfield, Inc., John B. Fairbairn, Julian Gross Advertising Agency, Manternach, Inc., Post & Johnson, Inc., Randall Company, Edward W. Robotham & Co., and Wilson and Haight, Inc., all of Hartford, and the following engineering firms: John J. Plocar Company and Douglas T. Sterling Company, both of Stamford, and Siewek Engineering, Hartford.

Mr. Fuller told the group the association this year has reached the all-time peak of membership, the all-time peak of revenue, and, he hopes, the all-time peak of usefulness. Its relationship with its members, the general public, the newspapers, the clergy and labor is something of which the association may be proud.

If the ship of the association has

(Below) GENERAL VIEW of the banquet hall at Bridgeport's "Ritz" where 900 Connecticut industrialists gathered November 9 to participate in the M.A.C.'s 128th Annual Meeting and Industrial Planning Conference.





LEFT TO RIGHT: Edward Ingraham, President, The E. Ingraham Company, Bristol, Conn.; Wilbert Ward, Vice-President, National City Bank, New York City; Alfred C. Fuller, President of Manufacturers Association of Connecticut, Inc., Hartford; Charles L. Eyanson, Secretary and Asst. Treasurer, The Manufacturers Association of Connecticut, Inc., Hartford; Lt. Col. Keith L. Morgan, Chief, Management Branch, Industrial Services Division, War Department, Washington, D. C.; W. S. Clark, Works Manager, General Electric Corp., Bridgeport, Connecticut; Henry C. Wheeler, President-Treasurer, The Acme Shear Co., Bridgeport, Connecticut; standing: Governor Raymond E. Baldwin, Governor of the State of Connecticut.

been navigated intelligently, he said, it is due primarily to the soundness of the thinking of the board of directors and particularly to the fact that Mr. Ingraham, James W. Hook, association vice-president, and Mr. Purcell have played a large part in the affairs of the organization.

The president, in mentioning others who are responsible for the work the association does in behalf of Connecticut industry and the state as a whole, said, "We must not overlook the staff—everyone of whom is untiring in his efforts to do his job effectively and who looks upon his work with the association as a career, and whose combined length of service to the association is a century and a half."

Mr. Ingraham expressed the appreciation of the association for the service rendered by Mr. Fuller during the present trying war period. "He has devoted a great deal of time to the affairs of the association," said Mr. Ingraham, "both in active consultation with members of the staff, and also in establishing certain policies. The job entails a tremendous amount of responsibility, and I can assure you, Mr. Fuller, of our appreciation of your having accepted this responsibility and carrying on as you have."

The association vice-president also commented on the fact "all of us face a reconversion problem of varying degrees. If each and everyone tries to be fair and do a constructive job," he said, "we all ought to come out all

right."

"There is an old saying that 'the Lord helps them that help themselves,'" Mr. Ingraham pointed out. "We in business . . . must look primarily after the interests of our own business. However, if we all play ball, and each one does not try to grab everything in sight, particularly in the way of material and labor, perhaps we can influence the length of time when some of the control of business will last. This is particularly true of the material situation, and if it proves that material is tight after either phase of the war is over, there cer-

tainly should be enough to go around, unless everyone tries to 'hog' it all."

In his welcoming address, Gov. Raymond E. Baldwin declared government must be a cooperative force and not a directive force if we are to have equality for all and a permanent and lasting peace.

He explained that Connecticut industry had worked miracles in converting from peacetime to wartime operations and that preparations have been made for an orderly return to peacetime production.

The governor also pledged the aid of the state in reducing to a minimum the lag in employment after the end of the war.

Connecticut is also prepared to take the lead in doing something about the problem of a top-heavy federal bureaucracy, he asserted, by providing the services that the people of the state require even though it cost money so that it will not be necessary for them to depend on Washington for help.

The state's chief executive was followed by Mayor Jasper McLevy of Bridgeport who said he was proud of the part Connecticut manufacturers have played in the war. However, he warned that the state and the nation must plan against chaos and hysteria which might follow the war.

Careful planning for the postwar period is essential, as well as careful education to build up the morale of the people, he concluded.

Wilbert Ward, vice-president, National City Bank of New York, and president, Bankers Association for Foreign Trade, one of the main after-

(Continued on page 51)



LEFT TO RIGHT: Lt. Col. Keith L. Morgan, Chief, Management Branch, Industrial Services Division, War Dept., Washington, D. C.; Rt. Rev. Msgr. Leo M. Finn, St. Peter's Church, Bridgeport, Conn.; Edward Ingraham, President, The E. Ingraham Co., Bristol Conn.; Henning W. Prentis, Jr., President, The Armstrong Cork Co., Lancaster, Pa.; Alfred C. Fuller, President, Manufacturers Association of Conn., Inc.; Dr. Saul Dushman, Asst. Director, Research Laboratories, General Electric Co., Schenectady, N. Y.; W. S. Clark, Works Manager, General Electric Co., Bridgeport, Connecticut; Lt. Commander Louis H. Brendel, U. S. N. R., Bridgeport, Conn.

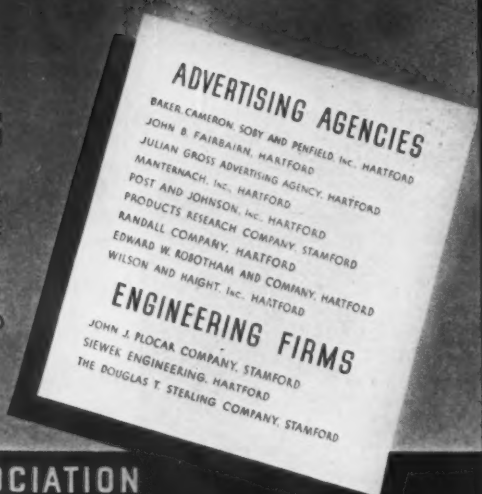


# SOUND THINKING

SKILL AND DEPENDABLE SERVICE ARE AVAILABLE TO YOU RIGHT HERE IN CONNECTICUT FROM THE ADVERTISING AGENCIES AND ENGINEERING FIRMS WHO PREPARED THESE POST WAR PANELS....

FOR THE

MANUFACTURERS ASSOCIATION OF CONNECTICUT, INC.



## HOW TO MAKE POST-WAR PROFITS

### Procedure Outlined by Connecticut Engineers and Advertising Agents with these Illustrated Panels at M.A.C.'s 128th Annual Meeting Bridgeport, Nov. 9, 1943.

SIX logical steps for the manufacturer planning his post-war program have been outlined by the advertising agencies and engineering firms located in Connecticut. A graphic panel dramatizes

each step. These panels, prepared and presented by the advertising and engineering firms, decorated the walls of the Ritz ballroom during the 1943 Annual Meeting of this Association.

BUYING POWER figures for the immediate post-war period have been compiled by the U. S. Department of Commerce. You can secure these figures from a Connecticut advertising agency.



LARGE QUANTITIES of information about particular markets can be dug from existing records. Supplementary facts can be secured by surveys. For this phase of your planning the Connecticut advertising agencies can advise you.





THIS IS ANOTHER phase of surveying your market before committing yourself to definite post-war plans. Again the Connecticut advertising man can help you.

THE WANTS of the public are the guide to designing new products. This raises the problem of whether new products will disrupt your manufacturing processes. A problem for the engineer—and Connecticut has independent engineering firms ready to assist you.



NEW PRODUCTS mean new methods for the salesman, new operations for the workman, new problems in employee relationships. Both the advertising agencies and engineering firms of Connecticut can advise you.

YOUR SALES program for after the war—it must be carefully thought out in advance. Connecticut advertising agencies can help you extend those plans to public relations, publicity and advertising programs.



# SOME ECONOMIC ASPECTS OF POST-WAR PLANNING

By H. W. PRENTIS, JR., *President, Armstrong Cork Company, Lancaster, Pennsylvania, and Past President, National Association of Manufacturers.*

PRIOR to the Civil War, the average American took a keen interest in public affairs. Since then, that situation has sadly changed. We have washed our hands of dirty politics. We have assumed that government would run itself, forgetting that a republic such as ours is the most difficult type of government to operate successfully that man has ever devised. As a result, our sins of omission and those of our fathers and grandfathers, are now being visited upon us for our negligence and apathy. Our first duty is to help win the war, but unless you and I and millions like us resolve from this time forward to set aside a certain segment of our time and energy to devote to governmental matters, the end of the American system, as we have known it for the past 160 years, is not very far distant. The fact that you are here tonight; the fact that post-war planning meetings like this are being held all over the country; the fact that more books and articles regarding the American system are now appearing than for many a day heretofore, indicates that our thinking citizenry is finally coming alive to the seriousness of the situation that confronts us—a civic awakening that is long overdue. Hitler may yet be considered the saviour of the American Republic, because it has taken a world crisis which he precipitated, to arouse thousands of complacent men and women who cannot fight on the battle fronts, to rise to the defense of the principles of our republic here at home.

Patrick Henry said that the only way to judge the future is by the past. Hence, whatever happens to us as a nation in the post-war period will, in all likelihood, reflect the latent spirit that has revealed itself throughout our brief national history. What then characterizes that national spirit? The noted British philosopher, Arnold J. Toynbee, canvassing the growth and decline of past civilizations in his monumental work on "The Study of History," provides the answer, it seems to me, when he concludes that those



H. W. PRENTIS, JR.

**STARTING HIS CAREER** at Armstrong Cork Co. in 1907 as assistant to the manager of the insulation division, Mr. Prentis later became its first advertising manager and afterwards general sales manager of the floor division. In 1926 he was made director and three years later first vice-president. Since his election to the presidency of the company in 1934, he has served as a director of the United States Chamber of Commerce, a member of the Industrial Advisory Committee of the Federal Reserve Bank of Philadelphia and of the American Academy of Political and Social Sciences, and president of the National Association of Manufacturers.

peoples who have had to meet a challenge great enough to require the maximum of ingenuity and effort, but not so great as to be overwhelming, and whose response has been equal to the challenge, have thereby lifted themselves to a higher plane of civilization.

Adequate response, moreover, created new challenges which required new exertion of energy and of creative power. Hence successful responses to a succession of challenges are the source and manifestation of the progress of civilization. That process has certainly been characteristic of America. Professor Toynbee not only uses many illustrations from human his-

tory but also some analogies from lower levels of life to fortify his thesis. "The molluscs, crustaceans, and certain fishes and reptiles," he quotes from a biologist, "have withdrawn within a heavy protective armour and have given up participating in the free competitive and cooperative life of their environment," while other creatures "have not been inveigled into this passive and timorous mode of life," and hence have made great progress.

History also seems to teach that the sustained creative power of any nation, by which it overcomes the challenges it encounters and moves ever forward, arises from a free and seething diversity rather than from a coerced or passive uniformity. Its progress requires a constant flow of contributions from free cultural units of a free society.

## The Challenges of 1900

Let us look back less than one-fourth of the short space during which the United States has been really a nation. What challenges faced the American people in 1900? The country had just passed through several years of severe economic depression, was on the upgrade again, and was looking forward to the improvement in the general well-being that the surge of recent inventions and discoveries might bring. The United States was still primarily an agricultural nation. More than one-half of the people were living on farms or in villages supported by agriculture, and total income realized from agriculture was greater than that from manufacturing.

The telephone had already proved its usefulness, but there were only a million in use, and, while New York and Chicago had been recently connected, long-distance communication was a rather precarious and costly undertaking. The telephone had yet to be made a household necessity and a network of instantaneous communication established around the world. Marconi had discovered the secret of wireless telegraphy in 1896, but the radio industry was still unborn.

Automobile production reached the tremendous total of 4,000 cars in 1900! Four years before, Langley's airplane

had flown 3,000 feet, but the Wright Brothers had not yet completed their first glider. The internal combustion engine was still a curiosity. Electricity produced in 1900 was about four billion kilowatt hours, but the industry would soon have to raise production beyond a hundred billion of kilowatt hours to meet the nation's need. Only a few hundred thousand homes were then wired for electricity. Could this number be brought up into the millions? And could electrical appliances be made so numerous, so cheap, that they could lighten toil in a majority of homes?

Petroleum had been found useful for illumination and some other purposes, and our production in 1900 was all of 43 million barrels! Its manifold uses and economical means of refining and distributing it had yet to be explored, and its production to be raised in successive decades to well-nigh unbelievable levels.

We were producing less than a million tons of steel a month in 1900. Industrial and other uses would increase the demand more than sevenfold. Aluminum production, inconsequential in 1900—only 35 million pounds annually ten years later—would have to be stepped up to a billion, even two billion pounds a year, as light metals became more indispensable.

Chemical laboratories were working on synthetic fibers. In that vast field industrial pioneering had hardly started. And the marvellous development of plastics, though presaged in a few small beginnings, was a job for the future. Bakelite did not appear for ten years. There were on the horizon wonderful frontiers to explore and occupy; but who could have predicted what the next forty years would disclose?

### America's Challenge

These are but a few illustrations of the challenge that confronted American industry at the turn of the century. It was one phase of the over-all challenge to the American people in general. They were challenged by the activity of creative minds in science and in industry, not to rest content with their notable achievements since the Civil War—with a scale of living higher than that of their ancestors or that of any contemporary people. The choice confronting them was either to stabilize their economic and social life at the level reached, with whatever security they could arrange

at that plane, or to venture boldly onward where a free science, a free economy, and a free creative spirit would carve out an uncharted future. They chose adventure. That was also the dominant spirit in industry. That spirit—though crippled—is not yet dead. Given a great revival of dynamic faith by affirmative government action, it will face and surmount, I am confident, the stupendous problems that peace will bring to the American people.

American industry, with the challenge of opportunity, with the incentives provided by a free society, with the drive of competition, proceeded from 1900 on to build America into the greatest industrial nation the world has ever known. Before the outbreak of the present World War our national income was greater than that of the United Kingdom, France, and Germany combined, in spite of their much greater population; it was greater even when adjusted by cost-of-living indexes for the respective countries concerned.

The total physical production of manufactured goods had been nearly tripled in the 40 years between 1899 and 1939—without the vast increase due to the production of war materials since 1939 being included in the picture. In 1899 American industry was using 2.1 horsepower of mechanical aid for each worker; in 1939 it provided 6.5 horsepower for each worker. Any comparison of the purchasing power of industrial workers and that of other wage earning groups—with the purchasing power of the corresponding group in other industrial countries—reveals that even in

1938, before we had emerged entirely from a long depression, the prodigious productivity of an industrialized America was spreading its benefits widely among all strata of its population. The capitalist system, whatever its excesses and shortcomings, was producing a degree of well-being for the American people that was not matched anywhere else; and the dynamic of the system was rooted deep in the nature and habits of the American of every stock.

### Industry's Recent Record

We had nearly a decade in the 1930's, it is true, during which the economic advance of the nation was slowed down. For the first time in our national history we suffered from ten years of chronic unemployment. All freedom of economic initiative came under public suspicion and legislative and administrative restrictions. But repression could not end depression. It took a terrible menace from without our national borders to do that. We had built up unappreciated material and human resources during the period of free growth that preceded stagnation—productive organizations, capital assets, and especially the "know-how" of managerial and engineering skill. Best of all we had acquired the habit of meeting challenges. All these resources were brought to bear on the nation's need. The spectacular results are too obvious to justify any attempt at recital. Tremendous difficulties had to be faced. Conversion from civilian to war production required new plant construction, extensive alteration, new equipment, vast readjustments. Management and labor had to learn new skills. Government regulations inherited from a time of business contraction were still in force. Labor relations had not improved under artificially stimulated unionization. Yet American industry has made, during the past three years, a record of achievement unparalleled in history—performing both miracles of preparation and miracles of production. If ever freedom of competitive enterprise was justified by its works, it has been so justified in the display of stupendous economic strength now being exhibited by a free people.

### Post-War Challenge

What American industry has done to meet wartime needs, it can—given the opportunity—do to meet the peacetime needs of the American peo-



"I DON'T CARE IF MEAT IS SCARCE, I'D RATHER BE A VEGETARIAN!"



ple. It is preparing already to respond to the post-war challenge—a challenge for both production and distribution on a scale far greater than that of the pre-war period.

What is that challenge? Briefly and simply, it is to provide jobs for at least eight million more people when the war ends than the 46,000,000 persons who were gainfully employed in 1940. How can it be met? Through private effort? Through government? The vast majority of our people prefer the first solution. For to provide employment from private sources is in accordance with American traditions. Compared with government intervention, moreover, private employment would be far less costly. Its success would mean a lower tax load. It would mean a higher living standard as the result of the exercise of individual initiative and lively competition, as against the cumbrous procedures of leaden-footed bureaucracy. Under it, we could—if we would—preserve our political, intellectual and spiritual freedom. For history shows that whenever men have endeavored to transfer their personal economic problems to the shoulders of other men calling themselves government, they have eventually reared a Frankenstein monster that has turned and devoured their liberties. The life cycle of nation after nation in the past has been: tyranny, spiritual faith, courage, freedom, economic well-being, selfishness, complacency, apathy, fear, dependency and then back to tyranny once more. As Buckle puts it in his noted work, "The History of Civilization": "The great enemy of the progress of mankind . . . is the protective instinct, . . . the notion, that society cannot prosper unless the affairs of life are watched over and protected at nearly every turn by the state."

#### Freedom's Price

Men who have experienced the horrors of political, intellectual and spiritual tyranny, acknowledge that even the suffering endured in periodic economic depressions is a relatively cheap price to pay for freedom—if pay it we must. The post-war crisis, however, will soon be upon us and it is too late, I fear, to make our people generally grasp the bitter truth of Somerset Maugham's statement: "If a nation values anything more than freedom, it will lose its freedom, and the irony of it is that if it is comfort or money that it values more, it will lose that

too." Today we seem to want so-called security more than freedom. Hence the prospect that we face in America is the loss of our freedom through outright government planning and control of our economy unless we Americans acting, first, in our own enterprises and communities, and second, as citizens of the Republic, successfully respond to the challenge of furnishing jobs to some eight million more men and women when peace comes, than were at work in 1940.

#### "Full Employment"

You may have noticed that I have not used the phrase "full employment." If full employment signifies providing a factory job for every housewife, who, for patriotic reasons or otherwise, has gone into munitions production work, or for every garage man or barber now making a dollar an hour in an aviation plant, I do not think it can be done by either private effort or the government itself—for very long. But if full employment means a job at a fair wage for an honest day's work at some peacetime task that makes its full contribution to the welfare of the whole economic body politic—for every able-bodied man and woman who is willing to work—then I say that private effort can and must meet that demand if our Republic is to survive. The alternative is that our freedom will go by default to the national socialists in our midst who confidently assert that by compulsory economic planning under state control we can have full employment and keep our freedom too. They point to what has happened to employment under our stupendous national expenditures for armaments and say glibly: "If we can keep everybody at work by huge government expenditures for war purposes, we can certainly do the same thing in time of peace. All we need to do is to spend enough money—forgetting the public debt, since we owe it to ourselves—and keep the people working." They completely ignore the difference between production for war and production for peace.

A tremendous demand for glass could be created tomorrow by supplying Bridgeport boys with plenty of rocks and having them break every window in the city. But no one would countenance such procedure, even though it did provide a lot of jobs for glass workers. Yet that, in a sense, is what the waste of war does. Furthermore, there is no problem of creating

demand or effecting equitable distribution in respect to war products. We give our shells away freely to Japs and Germans alike! All we have to do is to get one in our gun-sights and the process of distribution starts automatically! But what would be a just formula by which a free people could give away glass, for example, to its citizens? It could certainly not be done fairly by creed or race or color. By charity? Yes, now and then when a tornado breaks the windows of every house in some village in the middle west. Well, some one might say, why not build more houses? That would require more glass. Yes, but who is to get the houses? How can they be given away equitably among our citizens? So far we have found only one practical way to proceed and that is to distribute to each man, in glass, or houses or anything else he wants, the equivalent of what he puts into the nation's economic pot through his own effort; not what that mystical thing, the state (meaning you and me and all the rest of us) puts in, but what each individual himself contributes to the common pot of goods and services.

#### Government Expenditures Not the Answer

War products are not made to serve economic needs. No matter how good looking a machine gun, a tank or a bazooka may be, no man is likely to want to exchange his personal goods or services for it. To produce them we are taxed, or for patriotic reasons loan money to the government to purchase such goods so as to protect our national freedom. Such loans, after all, are only a form of deferred taxes because they can be paid off only by taxes levied either on us or on future generations. So can you imagine an intelligent *free* people continuing to give up in loans or taxes, enormous sums in times of peace for the production and distribution of vast quantities of goods to be distributed solely in accordance with the whim or self-interest of bureaucratic politicians? No logical parallel, it seems to me, can be drawn between stupendous government expenditures for munitions to be destroyed in the cauldron of war for national defense, and huge outlays for peacetime goods for subsidized distribution to its own citizens. The challenge of finding jobs for eight million more Americans in the post-war period must be solved in some other

(Continued on page 34)

## FIVE NEW DIRECTORS NAMED TO M. A. C. BOARD

**HERMAN W. STEINKRAUS**, president, Bridgeport Brass Company, Bridgeport, is the new association director from Fairfield County, replacing D. S. Sammis, also of Bridgeport.

Mr. Steinkraus, born in Cleveland, educated in the Denison and Cleveland trade schools, Lincoln High School and Western Reserve University, served in France and Germany as commander of Company K, 127th Infantry, 32nd Division, during the First World War, and was decorated with the Distinguished Service Cross.

Colonel Steinkraus started his business career as assistant secretary, Cleveland Advertising Club, in 1914. He was sales manager of Osborn Manufacturing Company until 1924, when he organized



**HERMAN W. STEINKRAUS**

and headed his own metal and chemical firm in Cleveland until 1928. He then became identified with Bridgeport Brass as general sales manager in 1928, becoming vice-president in charge of sales in 1928, then vice-president and general manager in 1941, and president and general manager in 1942. Mr. Steinkraus is an officer, member or director in approximately a dozen other prominent companies and organizations and is chairman of the War Manpower Committee of the Connecticut War Council.

★ ★ ★

**HENRY W. JONES, JR.**, president, American Tube Bending Co., New Haven, will serve on the asso-



**HENRY W. JONES, JR.**

ciation's board of directors as a director-at-large. He succeeds F. I. Newton, also of New Haven.

Mr. Jones was born in New York City, May 8, 1895, and educated in the public schools of Montclair, N. J., and Cornell University, class of 1917. In the First World War, he was a captain in the 319th Infantry, 80th Division, AEF, in command of Company B.

Following the war he became connected with American Steel & Wire Co., subsidiary of U. S. Steel. He came up from the ranks of a laborer in the steel mills at Worcester, Mass., and went through the wire rope department in Worcester and Trenton, N. J., finally to become superintendent of the plant in New Haven. In 1936 he bought an interest in American Tube Bending Company and has been



**R. L. WHITE**

president and treasurer ever since. Mr. Jones is president and director of the New Haven County Manufacturers Association and a director of several other prominent organizations.

★ ★ ★

**L. J. ROSS**, Vice-President, Torrington Company, Torrington, who has been elected to the association's board of directors for Litchfield County, replacing H. G. Ellis, also of Torrington, is a native of Avon, Ill., where he was born Aug. 8, 1890.

After being graduated from Lombard College, class of '12, he became associated with Torrington Company in 1913. Practically his entire business career has been spent with that company and, in addition to being vice-president, he is in charge of sales. He lives in Litchfield.



**L. J. ROSS**

**R. L. WHITE**, President, Landers, Frary & Clark, New Britain, has been elected an association director for Hartford County, replacing A. D. Wilson, Bristol.

A native of New Britain, Mr. White was graduated from New Britain High School and Harvard. He served with the American Red Cross Ambulance Service and later the U. S. Army in the First World War.

From 1920 to 1923 he was in the accounting department, Western Electric Co., at Chicago and New York; 1923 to 1927, was

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## Quotations from the Address of Dr. Saul Dushman, Assistant Director, Research Laboratory, General Electric Co., Schenectady

**N**EW products, devices, and processes are the results of purely scientific research. Such investigation is motivated largely by curiosity, by the desire to understand the nature of the physical universe about us. It may take the form of purely experimental work or involve a synthesis of previously known facts in the form of a theory. In both cases there results an *extension* of our knowledge, a *revelation* of new fundamental principles or discovery of hitherto unsuspected phenomena.

In time of war, in the presence of a national emergency, the purely fundamental type of research must necessarily be neglected, and the energy of all branches of science must be exerted to the utmost to strengthen our sinews of war. As a consequence it becomes of prime importance, in such a period, to capitalize to the greatest extent possible the knowledge already available. Hence, although the war has led to a cessation of fundamental research, it has powerfully stimulated the application of known facts to the development of many new devices and products. While all of these technological advances have been directed towards advancing our war effort, there is no doubt that many of these new ideas will be of far-reaching application and value when peace comes.

In the brief period available it is impossible to do more than touch upon the truly magic potentialities inherent in electronics. If I exhibit what appears to you to be undue enthusiasm, please ascribe this to the fact that for well-nigh 40 years I have been privileged to a sort of grand-stand seat at the most stupendous show that science has put on since the time of Newton, 250 years ago. In 1903 my professor of physics told us about J. J. Thomson's recent experiments at the Cavendish Laboratory, England. Physicists were discussing this newly discovered particle, the electron. Since then many of the greatest leaders of science and engineering all over the world and thousands more, stimulated by the epochal achievements of these great men, have worked tirelessly and unceasingly to build up that great body of knowledge which we now call electronics. While



DR. SAUL DUSHMAN

DR. DUSHMAN, was graduated from the University of Toronto in 1904 with the degree of B.S. He was a Prince of Wales scholar at the university, having been graduated from high school with the highest honors in the province of Ontario.

He came to Schenectady in 1912 and joined the staff of the General Electric Research Laboratory. Appointed director of research for the Edison Lamp Works at Harrison, N. J., in 1922, he returned to Schenectady again three years later when the Edison and National Lamp Works were combined to form the incandescent lamp division of G. E. He was made assistant director of the Research Laboratory in 1930.

For some time an associate of Dr. Irving Langmuir, now associate director of the G-E Research Laboratory, Dr. Dushman's work has been with the study and production of high vacua, with vacuum tubes, with electron emission phenomena, with phototubes, and with the study of electric discharges in gases at low pressures. He has also done work on physical-chemical problems, in 1921 developing an equation for unimolecular reactions, and two years later an equation for electron emission, both of which have become standards in science and have added another laurel to the long list of achievements of Schenectady's men of science and engineering. In June, 1940, Dr. Dushman was awarded the honorary degree of Doctor of Science by Union College.

Dr. Dushman published a book entitled "High Vacua" in 1923, and for many years has been a contributor to the General Electric Review, and the Physical Review, the Journal of the A.I.E.E., and others, writing upon the structure of matter, magnetism, the kinetic theory of gases, electron emission, and many allied subjects. He is a member of the American Physical Society, the American Chemical Society, the A.A.A.S., and the A.I.E.E. In November, 1941, he was elected by the Board of Trustees of Princeton University to membership on the Advisory Council of the Department of Physics.

prediction is always dangerous, I feel safe in the statement that the achievements of electronics in the future will be even more spectacular than those of the past.

Turning from the field of electronics to that of *metallurgy* we find that under the stimulus of the war many developments have occurred which will have an influence on industry and transportation after the war.

At the end of the first world war there were available only a few kinds of steel. At the present time the metallurgists can choose from between at least a hundred different kinds to suit the varied requirements of industry. We have tool steels, stainless steels, and steels that will resist deformation under stress at the appreciably high temperatures such as are required in high-pressure steam turbines.

Faced by constant demands of the military service for increased size and range for airplanes, metallurgists have, as you know, investigated more thoroughly than ever before, the alloys of the lighter metals magnesium and aluminum. By special treatment alloys of these metals may be made which possess high tensile strength, and since every pound of additional weight on a plane means extra gallons of gasoline and loss of range, the importance of these light alloys becomes extremely great. In view of the fact that there will be available in this country, after the war is over, a productive capacity for both aluminum and magnesium, far in excess of probable peacetime demands in the airplane industry, there will undoubtedly be every incentive to use these metals in a large variety of products.

In the present emergency because of the great demands for metals on the one hand and for rubber on the other, the interest of the chemist has become focussed to a large extent on plastics, of which synthetic rubber is an example. Moreover the need for more efficient types of motor fuel has led to intensive investigations in the field of petroleum oils.

The first plastic to be produced by chemists was celluloid. Vulcanized rubber, a modification of the product obtained from a tropical tree, was the only other plastic which was familiar to industry at the beginning of this century. About 30 years ago Dr. Bakeland brought out a plastic which he produced from carboic acid and formaldehyde. Since then the variety and number of plastics has multiplied by leaps and bounds.

This completes a rather brief survey of some of the activities that will be of importance after the war. What I have attempted to accomplish in my talk is not so much a listing of products but rather, a glimpse of some of the lines along which there is bound to be a rapid development when peace comes once more. We have accumulated, during the war, a huge reserve of productive capacity, a much more extensive knowledge of materials and products and a vast experience in the utilization of these materials and products.

During the war the number of our research institutions has increased rapidly, as well as the number of men highly trained in pure science and engineering. Under the stress of the war effort there has been a great interchange among different laboratories of all kinds of information which was previously regarded as the exclusive property of one group or organization. All this will be available for immediate application to transform our industrial economy from one of war to one of peace. Moreover, we shall have gained, during the conflict, a confidence in the ability of American scientists and technologists in dealing with even the most difficult situations.

These considerations should remove from our minds any suggestion that the end of the war will necessarily involve any serious deterioration in our industrial progress. On the other hand, if the American spirit of initiative and resourcefulness is given free rein, the end of the holocaust should mean for this nation and the world-at-large a revival of peacetime industries to an extent such as cannot be realized by timid souls.

In closing, I would like, however, to emphasize this thought, which I believe is of vital importance to our national existence. We are engaged in a struggle that shall decide, to paraphrase the immortal words of Lincoln, as to whether a nation dedicated to freedom of the individual, tolerance and cooperation among all men, irrespective of race or religion,—as to whether such a nation shall survive against the mighty efforts of an extremely powerful group whose aim is to enslave the rest of mankind and crush without pity all those ideals which we hold dear. To this effort we must devote all our energies for the present, for without a most decisive victory in this conflict, we shall have no future.

## Excerpts from Address by Wilbert Ward, Vice-President, National City Bank of New York, and President, Bankers Association for Foreign Trade



WILBERT WARD

MR. Ward, who came to The National City Bank of New York in August, 1917, as head of the Export Commercial Credit Department, is also a lawyer and a technical writer on subjects dealing with banking and finance. He was born in South Bend, Indiana on December 5, 1888. He received his early education in the public schools of that city and then went to DePauw University from which he was graduated in 1910 with the degree of B.A. He next began the study of law in which he received an LL.B. degree from Columbia University in 1913. Shortly after this Mr. Ward began the practice of law in New York City, specializing in the liquidation of insolvent state banking institutions.

He continued as head of the Export Commercial Credit Department until September 7, 1920, when he was appointed an assistant cashier. On March 27, 1923, Mr. Ward was appointed an assistant vice-president, and on December 23, 1941 he was appointed a vice-president.

In addition to his qualifications as an all-around banker and expert on foreign funds, regulations and control, Mr. Ward is an author of recognized standing, having published, in 1923, a book entitled "American Commercial Credits" and in 1931 "Bank Credits and Acceptances" which have been generally accepted as valuable additions to the library of banking practice.

Mr. Ward is Chairman, Foreign Exchange Control Committee of the New York State Bankers Association; Chairman, Sub-Committee on Foreign Funds Control of the Foreign Exchange Committee of New York; Member, Sub-Committee on Freezing Control, American Bankers Association; President, Bankers Association for Foreign Trade and a member of the Credit Policy Commission of the American Bankers Association.

**D**OES the short-term financing of our foreign trade need any aid from government? The Treasury of the United States has recently released tentative proposals for the establishment of two international institutions. In July the Treasury published a preliminary draft outline of a proposal for an International Stabilization Fund of the United States and Associated Nations. On October 4 it published an outline of guiding principles for a proposed United Nations Bank for Reconstruction and Development. Criticism of the tentative plan for the Bank is following much the same line as that which was directed against the Fund after its first announcement. There is wide recognition of the necessity for currency stabilization. There is acknowledgment of some responsibility on our part for active participation in postwar reconstruction, and consideration of liberal credits to other nations. But there is reluctance to venture into arrangements under which funds supplied by this country would be subject to outside control. There is fear that funds and credit might thereby be made available to nations whose domestic policies, fiscal, economic, and political, would not be on a sound basis. These misgivings are based on the feeling that it is not good practice for a creditor to go into partnership with his debtors. The question is whether it would not be preferable to supply capital directly by American private and public agencies with full control over each loan.

With regard to the stabilization plan, conversations continue between representatives of the governments concerned. Active consideration by bankers and economists has resulted in variant viewpoints and counter-proposals. I venture to say that from these discussions there is beginning to crystallize the conviction that an international institution is desirable, as a consultative body to consider both the fixing, and the alteration, of rates with facilities for the extension of credits, both to avoid an alteration of rate where the problem is temporary,

seasonal, or emergency in character, and to cushion the shock when alteration is the wiser course. Unquestionably this conviction will deepen if assurance is forthcoming that the institution will be a modest one, built upon machinery which already exists, on a plan which will give it the objectivity and continuity of management and policy which characterize well-founded central banks.

### **A Personal Viewpoint**

I am perfectly aware that what I have said about the stabilization plan has a dull familiar sound. It is largely a review of viewpoints that have already been expressed by more able commentators. It is derived from sources deemed reliable, though perhaps biased by a belief that people, afforded the opportunity, will reconstruct their own lives. What I now propose to say about the World Bank is wholly my own. You are about to hear the Voice of Experience. I am no Senior Statesman, but unfortunately World Wars come so frequently that one who does not regard himself as such can have lived through a former post-war period. I entered the banking business in 1917, shortly after we entered World War I. I headed a Commercial Credit department which felt the full impact both of the boom period which followed the Armistice, and of the arduous days of deflation that followed.

### **Early Days of Our Foreign Banking Institutions**

The National City Bank of New York had taken the lead in providing the facilities for financing foreign trade permitted by the passage of the Federal Reserve Act, by opening a branch in Buenos Aires in 1914, rapidly followed by other branches throughout the Caribbean, Central and South America, Europe and the Far East. With the exception of the First National Bank of Boston, which established itself in Buenos Aires to serve the New England wool and hide industries, and in Havana for the use of Boston sugar interests, the bankers outside New York elected to follow the course of the other New York banks and establish their contacts either by building up correspondent relationships with foreign banks or by becoming stockholders in corporations especially organized to facilitate foreign trade.

Some of you may recall the Mercantile Bank of the Americas, Inc., The American Foreign Banking Corporation, the Asia Banking Corporation, The Part-Union Foreign Banking Corporation, The Foreign Credit Corporation, and similar organizations whose combined capitalization exceeded \$25,000,000.

The oldest of these new banking adjuncts to foreign trade had not yet completed its fifth business year, and the youngest was scarcely functioning when, later, in 1920, there developed, partially as the result of such intense concentration on the creation of credit facilities, rather than on the proper appraisal of the risks involved, a very severe deflation and collapse of commodity prices. This collapse was worldwide, but fell with especial force on the raw material markets from which our importers were drawing our supplies, and to which in turn our exporters were selling manufactured goods. The resulting stagnation of trade left large stocks of goods, raw and manufactured, in the hands of our merchants. Inability to liquidate loans tied up the cash resources of these banks and left them without liquid funds with which to extend new credits. As is always the case, there were those who proposed to cure the patient with a further bite of the snake that bit him. Congress was importuned to furnish still further credit facilities, and complacently obliged by adding to the Federal Reserve Act, Section 25-2, popularly known as the Edge Law, which authorized the creation of banking corporations authorized to do a foreign banking business, and to obtain funds with which to finance trade either by creating acceptances, or by issuing debentures. Thereupon the American Bankers Association set up a committee to plan for the organization, under the provisions of this law, of a hundred million dollar corporation to be known as the Foreign Trade Financing Corporation. The Committee set energetically about its work, and it succeeded in obtaining subscriptions for a quarter of the amount deemed necessary by the time that a more proper appreciation of the economic situation had manifested itself, and it was realized that the period of inevitable, if painful, deflation was at hand. This project was thereupon abandoned, but two similar Edge Law banks were established; in New York, the First Federal Foreign Banking Corporation, and in New Orleans, the Federal International Banking Corpo-

ration;—the latter intended to serve as a clearing house for all the foreign trade financing of the South, with fourteen hundred stockholders, including the leading banks of the Southern states.

Where are they now, these once familiar names? Some were liquidated, others absorbed by the foreign departments or branch bank organizations of our State and national banks. It is safe to say that much more than the \$25,000,000 capital of these banks was lost in the painful process of learning "how not to." Certainly we had the wrong answer to what was needed for post-war trade after World War I.

### **Foreign Credit Facilities in the United Kingdom**

So did the United Kingdom. During this period, a parallel activity was being carried on across the Atlantic. Immediately following the Armistice, the British Government and British bankers embarked upon far-reaching and comprehensive plans for the restoration and extension of the foreign trade of the United Kingdom. To any of you who may be interested in their history,—and particularly to those in our own government departments, agencies, and bureaus, who are now engaged in similar speculations, I recommend Trade Information Bulletin No. 99 published August 21, 1923 by our Bureau of Foreign and Domestic Commerce. In this bulletin, Mr. Leland Rex Robinson, American Trade Commissioner in London, detailed the foreign credit facilities thus created in the United Kingdom. Like our own, they had imposing names,—The British Overseas Bank, the British Trade Corporation, The British Bank for Foreign Trade, The British Italian Corporation are typical examples.

### **British Trade Corporation**

Of the score or more of such undertakings that had their inception in that period, the most ambitious was the British Trade Corporation, organized by Royal Charter in 1917 to carry out the recommendations of a committee of the Board of Trade. It was capitalized at £2,000,000. It shortly became heavily interested in a number of affiliates, with equally imposing names—Anglo Brazilian Commercial Banking Co., The Trade Indemnity Company, The National Bank of Turkey, the Inter-Allied Trade and Banking Corporation, and so on. By 1922 most of these ventures had run



into heavy weather, and the capital of the parent corporation was halved. In 1926 it was taken over by the Anglo-International Bank, which by 1939 had an accumulated revenue deficit of £582,000. It is now under the management of the British Overseas Bank, Ltd., which itself was, in 1940, tided over difficulties by a £2,200,000 consortium.

#### Lesson From the Past

I have dwelt at some length on our record, and that of the United Kingdom, in establishing new credit institutions for post-war No. 1, because

they seem pertinent to current proposals for new banking institutions for reconstruction and development. On both sides of the Atlantic they dissipated their capital, and made no important contribution toward achieving the objectives outlined in their prospectuses. What reason is there to believe that present-day plans will have better success?

My belief is that there is none. There is no point to creating credit facilities that outrun good credit risks. When I say that, I do not mean that I perceive no possibility of changing some of the conditions that militated against the success of the efforts of the twen-

ties. I hope that there will be many changes. But I believe that those changes will sufficiently enlarge the field in which already existing credit institutions can operate to enable them to handle all good risks that offer themselves for financing.

I have sought simply to demonstrate to you that the bulk of our post-war trade bids fair to settle itself in familiar fashion. My purpose is to persuade you to believe that the segment of our post-war trade which will require special treatment is neither too large nor too involved for our technicians to handle with existing credit institutions.

## Summary of Address by Lt. Col. Keith L. Morgan, Industrial Services Division, War Department

**B**EFORE Hitler launched Germany on her campaign of death, pillage and destruction in his lust for world power, a man who had spent many years in a high industrial position reports that:

Hitler's political advisers told him that the United States would never fight in another European war.

Hitler's military advisers told him that the United States was so opposed to military training of any kind and was so woefully unprepared that Germany's conquest would be won before we even determined to fight.

Hitler's technical advisers told him that even if his political and military advisers were wrong, and we did enter the war, it would take us at least ten years even to approximate Germany's war production. By that time it would be too late.

The speed with which we have trained and equipped our armies and transported them around a '25,000-mile global front—

The rapidity with which we have developed our Navy and our Merchant Marine—

The colossal capacity to which we have raised our war time production—have dumbfounded, confounded and astounded Hitler and his satellites.

We have thrown despair into the hearts of his generals and admirals and have brought joyful hope to the millions who have been enslaved by the most vicious war machine the world has ever known.

There is absolutely no doubt, now, that we and our allies—the United Nations—have won the initiative, taken the aggressive and are on our way to final victory in Europe.

Unquestionably we have every justification for being proud of our achievements.

American brains, American ingenuity, American brawn, American common sense have helped to bring us where we are today in this all-out war.

This same combination of American brains, ingenuity, brawn and common sense cannot, must not and will not, permit itself to be lulled and blunted to the stark realities of this war which confront us as of November 9, 1943.

European industry is still functioning for the Germans although one-third of the Ruhr district has probably been demolished and general European war output is down 10 per cent.

Nearly 13,000,000 foreigners working in Germany as slave labor enable the Nazis to maintain armed forces of about 10,000,000 men despite total war casualties of more than 3,000,000.

If ever you manufacturers put quality and the skill of craftsmen into the weapons you produce here in Connecticut that are being used now by our troops in Italy now is the time it counts.

Let none of us be fooled about Japan.

Japan views us with hate and contempt. Only a short while back,

Premier Hirohito plainly stated that Japan's objective was not merely the conquest of Asia and the Far East—"Japan's objective is now the complete destruction of the British Empire and the United States."

An American doctor who had spent 28 years in China and Japan said recently:

"They have been actively at work for some thirty odd years in their set purpose of assimilating and dominating China. They have bought into China's industries and trade. Through bribery and stock purchase they have steadily advanced in the control of China's mines and forests. They have secured silent ownership of industrial plants equipped with the best of American and English machinery, secretly shipped this machinery to the guarded plants of Japan and substituted mediocre machinery of their own making.

"They seized the German-held colonies in the last war and only gave them up, for the time being, because of Woodrow Wilson's unequivocal stand against this act.

"They have created incident after incident. Usurped land, possessions and money belonging not only to the white settlers but to the Chinese themselves.

"They have moved forward inch by inch, always with the pattern of cold, calculating design."

As this doctor acquaintance said with the cold precision of the surgeon, "To beat the Japanese we must annihilate them." Every battle has proved him right.

To you here today I say again and again, while we are now enjoying elation over our first accomplishments,

(Continued on page 42)

# NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

**AT A RECENT MEETING** of the Board of Directors of Niles-Bement-Pond Company, Clayton R. Burt, formerly president and general manager of Niles-Bement-Pond Company of West Hartford, was promoted to Chairman of the Board, and Charles W. Deeds was elected president and general manager.

important retooling program that must take place after the war. His elevation to the Niles chairmanship retains his active guidance of the big West Hartford concern, yet will permit time for broader matters which will vitally concern our national welfare.

Charles W. Deeds' election to the Niles presidency and general manager-



L. to R.: CLAYTON R. BURT, CHARLES W. DEEDS, B. H. GILPIN

Mr. Burt will continue to spend full time in the West Hartford plant which has been under his executive management since 1924. He is one of the outstanding machine tool executives of the country, a past president of the National Machine Tool Builders' Association, and one of the men to whom the country will look for guidance in the

ship brings a capable executive to materially assist in solving the many problems that will arise in the big postwar job that is ahead. In his new capacity, Mr. Deeds greatly broadens his scope of activity, yet retains active management of his own former company, Chandler-Evans Corporation which recently was acquired by Niles-

Bement-Pond Company. He will assume his new duties on November 16, with headquarters in West Hartford.

Mr. Deeds, formerly was associated with the United Aircraft Corporation of East Hartford. He joined that company in 1926, and became vice-president and general manager of its Pratt & Whitney Aircraft Division. He resigned that connection to become president of Chandler-Evans Corporation in 1938.

Mr. B. H. Gilpin, executive vice-president of Chandler-Evans Corporation since October 1939, will become vice-president and general manager of that company, and will conduct Chandler-Evans activities from his office at South Meriden under the direction of Niles-Bement-Pond Company. Mr. Gilpin is well known in the aircraft industry, having first become connected with it in 1916 at the Wright-Martin Corporation. At the time he joined Chandler-Evans he was assistant general manager of the Radio Division of the Bendix Aviation Corporation. Prior to his connection with Bendix he was factory manager of the Pratt & Whitney Aircraft Division of United Aircraft Corporation.

★ ★ ★

**A NEW FOLDER** showing the latest Industrial Incentive Motion Pictures which are available to industrial plants making war equipment has just been issued. To obtain the films described in the folder, all a concern has to do is to write the Chief of the Industrial Incentive Division, 2118 Massachusetts Avenue, N.W., Washington, D.C., and ask to have its name added to the authorized list. The nearest film exchange will then be notified and the plant may obtain the desired films. It is reported that the films are very highly spoken of by the companies who have had the opportunity of seeing them. "This Is Guadalcanal",



## Greetings of the Season

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"The Life and Death of the Hornet", "The Navy Flies On", and "Conquer By the Clock" are some of the titles available.

★ ★ ★

"YANKEE INGENUITY" was responsible for accomplishing the impossible" is the way A. P. Smith, vice-president of Russell Manufacturing Co. describes a recent event at that company. With two hours allowed for an answer, the company was offered a contract for thousands of fabric casings for guns on which a certain type English sewing machine was required. None was available as the Germans had sunk the ship carrying the last consignment of those sewing machines sent to this country.

Gustav Walters, director of belting research, told the executives to accept the order. He knew that that type of sewing machine was formerly used by shoemakers. Armed with cash and a truck, he made a two-day tour of Connecticut and located the necessary sewing machines in attics, warehouses and odd places, all of which needed repairing. Production started on the contract within four days.

★ ★ ★

**RALPH A. POWERS**, president Robertson Paper Box, Montville, has been granted a three months leave of absence by that concern to accept a position as a "dollar a year" man with the War Production Board in Washington.

Mr. Powers, who was a naval aviator in the last war, will be assistant director of the paperboard division and will have direct charge of three sections, namely, folding paper boxes, set up paper boxes and boxboard.

★ ★ ★

"THIS IS YOUR COMPANY" is the title of a booklet recently received by the Association from Colt's Patent Firearms Manufacturing Company. The attractive booklet is a comprehensive statement by the company to its employees as to the latter's rights and privileges and the rules and regulations under which they are governed. It also contains a brief history of the company and a list of the various social activities open to the workers.

★ ★ ★

**A DAUGHTER**, Sally Barnes Adams, was born at the Bristol Hospital re-

cently to Lieutenant (jg) and Mrs. Paul W. Adams. Lt. Adams was formerly counsel for the Manufacturers Association of Connecticut.

★ ★ ★

**ERRATUM.** In the October issue of Connecticut Industry, it was incorrectly stated that the Army-Navy "E" star had been awarded to the Chase Brass & Copper Co. for a second time. The company has been awarded three renewal stars in addition to the original pennant award. Connecticut Industry wishes to apologize for the error and is happy to make the correction.

★ ★ ★

**A RECENT SURVEY** by representatives of a trustworthy organization made among members of Congress who had just returned from their summer vacations disclosed what the folks back home are talking about.

A cross section of the answers follows:

1. To end the war quickly and get the boys back home as soon as possible.
2. Post-war planning must include jobs for the soldiers.
3. Strong opposition to OPA regulation and rationing.
4. Discontent with bureaucracy and red tape.
5. Renegotiation and termination of contracts.
6. Demands for consideration of the individual.

The interviewers agreed that the people are not thinking about politics but that they are thinking about their own individual problems and winning the war.

★ ★ ★

**CONCERNING FEDERAL PAYROLLS:** A recent analysis of government employment made by the Department of Governmental Affairs of the U. S. Chamber of Commerce pointed out that Uncle Sam's bureaucracy is increasing at the rate of 300,000 employees a year; the Federal government now employs more than three times as many persons as at the signing of the first World War's armistice and more than six times as many as were on the rolls in 1923. There are more than one million persons attached to sixty departments and agencies, most of them having no direct relation to the war effort. The increase in payrolls is said to have been at a higher rate than the increase in employees.

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**MANPOWER SHORTAGES** in Connecticut was the subject of a recent discussion between State WMC Director William J. Fitzgerald, United States Senator Francis T. Maloney and Congressman William J. Miller.

The removal of Hartford from the critical area classification depends upon a resurvey of the situation now being conducted. The present condition is hurting some vital factories while others are understood to have more employees than they are using but this situation is being cleared up. It is hoped that the Hartford area classification will be changed so that war contracts there will not be banned.

★ ★ ★

**A NEW SYNTHETIC RUBBER**, known as "USKOL", has been developed by the United States Rubber Company, according to a recent announcement by president Herbert E. Smith.

It offers a high degree of resistance to solvents and will be used in the manufacture of commodities which come into contact with fuels, oils, gasoline, cleaning fluids and other penetrating chemicals which are the enemies of natural rubber and other synthetic rubbers. It will make possible the manufacture of raincoats which can be dry cleaned but it will not be applicable to tires.

★ ★ ★

**FREDERICK BOWES, JR.**, New England manager of WPB's "War Production Drive" recently revealed that 34 percent of New England plants



**MILLER COMPANY**, Meriden, in its recent war bond drive, parked this old "jalopy" in the company yard to call attention to the need for curbing inflation through bond purchases. The placard attached to the outmoded vehicle read, "You'll Be Sorry! When the war is over you wouldn't want to drive this outmoded automobile. Yet many things you are spending your money on now will soon be out of date. Save—Don't Spend! Buy War Bonds to Prevent Dangerous Inflation!"

having joint labor-management committees, have been awarded the Army-Navy "E", an honor that only two and one-half percent of the estimated eligible plants in the country have received.

Mr. Bowes urged manufacturers with increasing manpower problems to communicate with him at WPB's Boston Regional Office for information and assistance in setting up these in-plant production teams.

★ ★ ★

**MODERN WARTIME RESEARCH** effectually demonstrates the fact that men of mature years,

formerly considered ripe for discard, are the men who command, achieve and create. Youth has resiliency but men of advanced years have stability. These are the conclusions of Professor Ross Armstrong McFarland of the Harvard Medical School, writing in the Harvard Business Review.

In a group of 1444 skilled war plant workers, excellent production was turned out by those over forty-seven. The average age of "inferior" grade workers was forty-one. The older men showed greater stability, stuck to their jobs better and suffered fewer accidents. As evidence that it is a pure superstition that workers of ad-

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vanced years are necessarily slow and inflexible, the professor has found that the average mill hand of sixty suffered only half as many accidents as mill hands in their twenties. As truck drivers, chauffeurs and motorists, men in their forties and fifties are steadier and safer than those of younger years.

On mental tests, men of advanced years equal or better their juniors. Their memory of recent events may not be as keen but their accumulated knowledge and experience is far greater and more worth while. War production experience has established the fact that the older men, especially in the skilled trades, have more than proved their salt.

★ ★ ★

**FERNLEY H. BANBURY**, at his own request, has been retired from active management of the Banbury Mixer Department of Farrel-Birmingham Co., Ansonia, and in the future will act in a consulting capacity. Mr.



**F. H. BANBURY**

Banbury has been succeeded by D. A. Comes, who has been associated with Mr. Banbury for the past 21 years. D. G. Warner has been appointed assistant manager of the department.

The retiring executive is internationally known for his invention of the Banbury mixer which revolutionized mixing processes in rubber and plastic plants throughout the world. He has been connected with Farrel-Birmingham for 27 years and has been manager of the Banbury Mixer Department for the last 15.

A native of England, where he studied steam, mechanical and mining engineering, Mr. Banbury came to

America and received a Bachelor of Science degree from Purdue University. For several years he was associated with prominent utility and engineering interests in Chicago. In 1916 he joined the staff of Birmingham Iron Foundry and for 10 years was works manager of that plant, which later became part of Farrel-Birmingham.

★ ★ ★

**J. HAROLD MADDEN**, labor superintendent, American Brass Co., Waterbury, has been named director of industrial relations for the company's subsidiaries in the United States and Canada, Clark S. Judd, president, has announced.

The company president also announced the appointment of W. M. Clark, Ansonia, as manager of industrial relations. Mr. Clark, superintendent of the company's Ansonia branch since 1923, has been succeeded in that capacity by Arthur Wilkinson, an executive of the manufacturing division for several years.

★ ★ ★

**WOMEN EMPLOYEES** who have been with Fuller Brush Company, Hartford, 10 or more years were honored recently at a dinner at Indian Hill Country Club. Alfred C. Fuller, chairman of the board, presented watches to Katherine Blake, Grace Keen, Jessica Robinson and Nan Sperry, who have served for 20 years with the company.

Other employees honored were: Emma Patterson, Mary Foley, Mary Holm, May O'Neil, Virginia Moyer, Katherine Hayes, Alice Legere, Katherine Benker, Eva Paul, Ellen Carlson, Avis Worden, Ruby Perkins, Esther Dimon, Grace Larson, Catherine McCormick, Florence Atcheson and Florence Andrews.

★ ★ ★

**AMOS G. HEWITT**, realtor, and Donald H. Nugent, director, National Folding Box Company, have been elected to the New Haven Chamber of Commerce board of directors, according to announcement by Chamber President Oliver V. Ober. They succeed Charles T. Lincoln, who resigned because of illness, and William R. Compton, who resigned to accept a Navy commission.

★ ★ ★

**TEN MEN** of the heavy machine department at Manning, Maxwell &

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#### BUCKET BRIGADE:

A turnabout from the usual procedure of forming a bucket brigade to put out a fire is put in effect during the seizure of Rendova Island in the Solomons as members of the American invading force fall in line and pass the ammunition—to start fires on Jap strongholds. The ammunition is being unloaded from an LCI (landing craft, infantry).

OFFICIAL  
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PHOTOGRAPH

# AROUSED?

Yes . . . . Since Pearl Harbor . . . . when the so called cunning and outright treachery of madmen issued the challenge for global combat.

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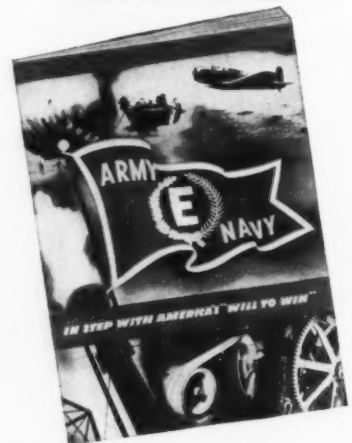
As industries "soldiers of production" meet the challenge of all-out war with all-out effort—and a smile, we, as producers of military and naval supplies will continue to unstintingly devote our skill and production facilities to the manufacture of precision ordnance until that "unconditional surrender" is wrung from every Axis enemy.



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**MERIDEN SCOUTS COLLECT SCRAP FOR JEEPS.** First program of its type to get underway in Connecticut, Meriden scouts recently organized a one week drive for scrap which resulted in the collection of enough metal to produce approximately 75 "jeeps". Here Governor Baldwin is shown in a Jeep on the State Capitol lawn with Meriden's Mayor Francis R. Danaher, Scout Executive Harry S. Hanson, Norman H. Parke of the Underwood Typewriter Company, Harry L. Harrison, chairman of the Council public relations committee and a group of top ranking scouts.

Moore, Bridgeport, have worked a total of 260 years at that plant. They are Salvatore Gentile, 27 years; Michael W. Lescinsky, 25 years; Antonio J. Contruso, 27 years; August A. Palmer, 23 years; Ralph A. Durante, 34 years; John Kerkes, 22 years; Frank E. Murray, foreman, 21 years; Frank Mitchell, 23 years; Joseph Amato, 20 years, and Ralph Paternoster, 35 years.

★ ★ ★

**DAVID MOXON**, agent and general manager of American Thread Company for the past 11 years and an employee for nearly 38 years, has resigned, according to a company announcement. Mr. Moxon has not made known his plans for the future.

★ ★ ★

**IN AN ADDRESS** at a recent meeting of the Foreman's Club of the Lower Naugatuck Valley, Dr. Charles C. Smith, representative of the National Association of Manufacturers, said the importance of the foreman's place in the industrial life of the country is coming to be more fully realized and appreciated.

The speaker, who was introduced by William F. Whitney, American Brass Company, told of recommendations resulting from a recent study by the National Manufacturers Association which urge a higher place and increased recognition for foremen in the American industrial picture.

**CLYDE W. GLEASON**, occupational technician, United States Employment Service, is on record with the statement that at least 100,000 Connecticut war workers will have to be laid off at the end of the war. "The brutal fact is that manufacturing is already far too heavily manned for the earlier stages of post-war production," he said. Mr. Gleason pointed out that Connecticut manufacturing personnel has risen from 280,000 in 1939 to well over 500,000.

★ ★ ★

**PRATT & WHITNEY DIVISION**, United Aircraft Corporation, East Hartford, has begun the process of re-tooling and changeover in preparation for quantity production of models with increased horsepower urgently required by the Army and Navy.

H. Mansfield Horner, vice-president and general manager, stressed that during the changeover there would be no major layoffs and said that the full work-week schedule would be maintained.

When the changeover is completed, he said, the company expects to set new world records for aircraft engine production. In order to meet schedules at that time, Mr. Horner said employment would be built up, starting early next spring, approximately 30 or 40 per cent over the highest previous payroll in the history of Pratt & Whitney Aircraft.

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**COLONEL LEONARD J. MALONEY**, 51, former national commander of the Yankee Division Veterans Association, died at his home in New Haven recently.

Colonel Maloney was long active in military affairs and was a Major with the 102nd Infantry of the 26th Division overseas in World War I. For several years Colonel Maloney was director of the Connecticut State Employment Service and then served with the War Manpower Commission in Washington. He was later associated with the Continental Aircraft Corporation in San Diego, Calif., and at the time of his death, he was director of industrial relations for Airadio, Inc., Stamford.

Colonel Maloney is survived by his wife, six sons and two daughters.

★ ★ ★

**HORACE LEON SHEPARD, SR.**, former president of The Geo. A. Shepard & Sons Co. of Bethel, died recently at the Danbury Hospital. He was 72 years of age.

Mr. Shepard was born in Bethel, May 17, 1871. He attended the Bethel elementary schools and Danbury High School and was a graduate of Stevens Institute. He learned the tanning business and took charge of his father's tannery which was moved to Bethel in 1893. He studied further in England and brought to this country a secret process of tanning leather a clear tan without the use of dye shade or color.

Mr. Shepard was prominent in public and civic life and was vice-presi-

dent and a director of the Bethel National Bank. He was a member of Eureka Lodge, A.F. & A.M.; Crusader Commandery, Knights Templar of Danbury and the Bethel Lions Club. He was a member of the vestry of St. James Episcopal Church of Danbury.

Besides his wife, the former Miss Bessie Durant, he is survived by two children, Horace L. Shepard, Jr., of Bethel and Mrs. Margaret Shepard Beard of Bridgeport and six grandchildren.

★ ★ ★

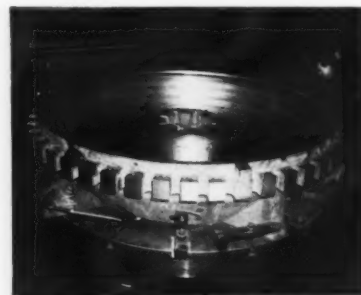
**CARL A. GRAY**, chairman of the State Re-employment Commission, recently announced that special courses will be started soon at Yale University and the University of Connecticut to prepare personnel workers to handle expected problems in aiding returned service men to obtain postwar civilian employment.

Mr. Gray announced the following committee to handle this work: Dr. Clyde W. Gleason, occupational technician of the United States Employment Service; Dr. Donald Marquis, Yale University; Dr. Frederick Couey, University of Connecticut; Dr. Robert Mathewson, Department of Education and J. Everett Light, executive officer of the State Re-employment Commission.

Mr. Gray's re-employment plan is concerned with the preparation of the man for the job with a future and calls for a widespread program of education in trades and business before actual placements are made.

**FARREL - BIRMINGHAM COMPANY, INC.**, Ansonia, Conn., has recently completed one of the largest tire molds ever made. The mold, which weighs a total of thirty tons, is now being used by a leading rubber company for producing 110" diameter tires. Each of these giant tires alone weighs 1800 pounds.

Process GM Meehanite was selected for this mold because of its superior physical properties, which give it high strength, close-grained structure and free machinability. In a mold such as this, the metal must be very close-



grained with all surfaces absolutely free of imperfections, so that the rubber, after vulcanization, will have a smooth, even surface.

Made by the Randupson cement process of molding, each of the two fifteen-ton castings making up the mold were poured and all machine work done at the Ansonia plant of the company. After cleaning, the castings were heat treated to eliminate possible residual casting stresses.

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**A NEW LOAN** system which will put approved loan funds more conveniently at the disposal of small New England manufacturers engaged in war or essential civilian production was announced recently by Frederick R. Hall, Smaller War Plants Corporation Regional Loan Agent for New England.

According to Mr. Hall, under the new plan, which became effective November 1, his office will enter into repurchase agreements up to 100% with banks on loans of \$25,000.00 or less where banks agree to close and service the loans. The interest rate will be 4% on that part of the loan which is carried at the risk of the SWPC with the banks paying 1% per annum as repurchase charge to SWPC.

Mr. Hall stressed that "SWPC is not in competition for loans with banks or with other Government loan agencies, but is a combination of advisory bureau and loaning agency directing applicants to credit channels where they may best be served, and serving applicants directly when normal credit channels are not available."

According to Mr. Hall the newly devised plan will work like this: the operator of a new business makes an application for a loan of \$25,000.00 or less to the SWPC Loan Agent in his district. Loan Agents have now been established in all SWPC offices in New England, Mr. Hall said. Meeting the necessary requirements, the applicant is then asked to designate a specific bank in the community from whom he would like to make the loan. The applicant and the SWPC Loan Agent then go together to the Bank, arrange for the loan and SWPC will

enter into a repurchase agreement up to 100%.

Regulations governing these loans are to be as follows:

1. All applications where more than 25% will be used to pay any financial institution, lending agency, fixed or other funded debt retirement shall be sent to the Washington office for action by the Board of Directors.
2. The applicant shall absorb all out-of-pocket expense necessary to closing the loan.
3. The borrower shall state that he has not paid, and that he will not pay, any fee, commission, or bonus for obtaining this loan.
4. The bank shall pay repurchase agreement charge of 1% per annum at the end of each quarterly period.
5. The bank shall agree to exercise reasonable supervision over the activities of borrower which may effect the loan.

Figures released by Mr. Hall show that 339 manufacturers have come to the SWPC office with their financial problems since the office was established last January, and that small plant operators in this area have been assisted in making loans through banks or other Government loaning agencies for a total of \$13,555,000. During the same period, SWPC has granted loans and leases for equipment totaling \$3,303,000.

★ ★ ★

**THE ANNOUNCEMENT** of the publication of a new Sweet's File for Product Designers was recently received by the Manufacturers Association of Connecticut.

This is a file of 200 manufacturers' catalogues containing 1500 pages of specific product information on materials, finishes, parts, techniques and work equipment. It has a wealth of information regarding forms, characteristics and performance of materials and equipments which will be incorporated in the products of the future.

Sweet's Catalog Service offers this file free to qualified organizations having a continuous need for this information and they invite inquiries from manufacturers interested in obtaining it.

★ ★ ★

**CORRECTION:** On page 12 of the November issue of Connecticut Industry it was stated that "To date over 2500 supervisors . . . have participated in the Job Instruction program. The figure should have read 25,000."

The following list indicates the sources from which photographs requiring credit were gathered:

Cover—Harold M. Lambert, Philadelphia.

Page 6—Harold M. Lambert, Philadelphia.

Pages 12-13—W. F. Miller & Co., Hartford.

Page 22 (Burt) Blank & Stoller.



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## EXPORT NEWS

By W. ADAM JOHNSON, *Director, Foreign Trade Dept., and Manager Hartford Cooperative Office, Bureau of Foreign and Domestic Commerce.*

**S**PEAKING before members of the Association's Foreign Trade Committee and its guests on November 19th at the Graduates Club in New Haven, Mr. Henry D. Rolph, Director of Export Sales of the Yale and Towne Manufacturing Company, Stamford, and New York, gave a very comprehensive report on his recent three-month trip to South America.

Mr. Rolph reported that he travelled thirty thousand miles, almost entirely by air, and had found accommodations very comfortable. Travelling without priority, but by making bookings far in advance and with well planned stop-overs, he found that he was able to meet his schedule and was not detained anywhere appreciably by being off-loaded.

Mr. Rolph prefaced his remarks with the comment that his visit was not as a good-will mission nor was it made for the purpose of making sales. He made his trip to investigate manufacturing conditions in the South American countries. In Chile there is practically 100% inflation, and there seemed to be a tendency on the part of the committee in charge of importing products into Chile to prevent the importation of products where a similar one is manufactured in Chile. It appears that some of the merchants are fairly well stocked in some items but are continuing to buy everything that they can get. It may be that this buying is done as a hedge against inflation.

Mr. Rolph made certain off-record, personal observations regarding the political situation in Argentina which were of great interest to the committee members.

Most of the merchants in South America are becoming disgusted with the decentralization program regulations which require them to give so

much information to the government agencies in their respective countries in order to obtain an import license and then wait three or four months before they know whether the Board of Economic Warfare has granted to the manufacturer here an export control license. Mr. Rolph reported that the British are capitalizing upon the procedure of BEW and since no such involved procedure is required to obtain shipments from England, the manufacturers of Great Britain are profiting by this difference in regulations.

Mr. Rolph concluded his remarks regarding Argentina with the comment that the foreigners—especially North Americans—are boosters of Argentina and, regardless of the trouble they are having at the present time politically, Argentina is a great country.

Most of Mr. Rolph's time was spent in Brazil and as a background to his report on present conditions, he said that in Brazil there is every known mineral, every known crop, 20,000 different species of trees, 20,000 miles of navigable inland waterways, very high-grade iron ore in large quantities, 200,000 miles of roads, and although the coal deposits are of low grade, this lack is compensated by the water power potentials. Brazil has nearly twenty million potential horse-power in its rivers. Brazil, at the present time, is producing 28 to 30 per cent of its steel consumption and when its new steel factory is completed and in full operation, Brazil will be able to produce 60% of all of its requirements.

The industrialization of Brazil in a large and systematic way got a good start in 1930. The present war is rapidly transforming Brazil into a very important industrial nation. While it is true that war booms are usually artificial, it is expected that under the inspired leadership of President Vargas

this general development will be of a permanent character.

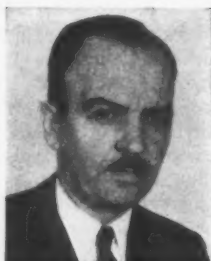
The social laws of Brazil are pretty well advanced, and although the hourly rate of pay today is very low, it is continually increasing and thus is the standard of living being raised. The minimum hourly rate in one of the states of Brazil is 240 crusaros per month—which is the equivalent to \$12 American. The unskilled worker is getting the equivalent of 10¢ an hour, the semi-skilled, 15¢ and the skilled worker is getting between 25 and 30 cents an hour. Today radios and houses are being made of the type that people can afford to buy, and in the industrial cities ten to fourteen story buildings are going up rapidly.

It is Mr. Rolph's recommendation that any manufacturer interested should go to Brazil and study thoroughly the possibility of manufacturing there.

Already there are many branch plants in Brazil. The matter of assembly poses no problem, as is well shown by the excellent plants built there by Goodyear, General Motors, and many other well-known American concerns. Mr. Rolph found that most goods made in Brazil are copies of goods made in the United States. The conditions and competition, as well as policy, affecting the various types of companies differ greatly. Fifty-five per cent of the money invested and 50% of the manufacturing in Brazil is in the state of San Paulo. The profits being made by most Brazilian concerns has been fantastic in the light of what manufacturers in this country are allowed to make. Mr. Rolph is of the opinion that American concerns who do not wish to enter into any joint ownership with Brazilian nationals need not expect any discrimination on the part of the Brazilian government. He found the Brazilians very courteous, helpful and anxious to get ideas and assistance from visitors who come to their country.

A question which arises frequently is "What will be the tariff policy of these countries after the war?" It was Mr. Rolph's personal belief that they will endeavor to maintain tariffs, especially to protect their new industries. He is very much in favor of our reciprocal trade agreements.

In closing Mr. Rolph said that he believes we should be able to look forward to many opportunities in South America.



## INDUSTRIAL DEVELOPMENT

By L. M. BINGHAM,  
*Editor and Director of Development*

### Friction

**L**AST month this column, quoting from the experience of a mid-western management engineer, pointed out that 80% of the difficulty in business was caused by friction between individuals—which could be largely eliminated through the proper organization and conduct of small discussion groups.

Ironical, indeed, is the fact that our need to eliminate frictions on the material front, through the manufacture and use of the largest number of ball and roller bearings ever required for aeroplanes, ships, tanks, etc., comes simultaneously with our greatest need for the elimination of human frictions. It's a vicious cycle. First human frictions, then wars. Second comes the absolute necessity of eliminating more and more material friction between moving parts to build a victorious war machine to crush the enemy's ability to carry on the most vicious phase of human friction—murderous warfare. Third, the human friction starts all over again at the peace table even with the former enemy helpless, and will continue to do so just as long as we humans swallow, as truths, such statements as, "To the victor belongs the spoils" and "We shall always have wars."

To oversimplify the folly of this poisonous and bloody cup with which the human race has been quenching its egotistical thirst for centuries, let's take the case of two neighbors who quarrel over the dividing line between their properties. Sharp words led to blows and one neighbor lost several front teeth and the physical encounter as well. The toothless neighbor on whose land the fight occurred sued for his missing molars; the winner of the fight, still secretly gloating over his physical prowess, fought back with a

counter-claim for the two feet of stony, non-productive land which caused the fight. Weeks go by while both neighbors hire and pay for their own surveyors and attorneys who search town records as far back as such records exist. In the final judgment, the fistic champion paid \$300 for new teeth, \$20 for a surveyor and \$250 for an attorney and lost his claim for the land. The loser of the back yard scrap paid \$270 for his attorney and surveyor. Both lost a total of 840 hard earned dollars, a lot of sleep, and one several teeth that can never be actually replaced. Their enmity is deepened and extended to their children, who had previously spent weeks of happiness playing together in each others yards.

### Diplomacy

Let's look at what might have been and has been accomplished in other similar situations where men have taken the long view instead of the short. Suppose in the heated discussion one said to the other: "Look here Bill, we've been neighbors for a long time without any real trouble coming between us. You like your home and I like mine. Your children and mine enjoy playing with each other. I hope to stay here until the end of my days, and I expect you do. Your wife and mine have always been good neighbors and only last week I had the best cake I've ever tasted baked from your wife's recipe. I think I've heard you say you liked my wife's baked beans better than any you ever tasted.

"Now you and I can keep on arguing and get into a real fight, all about this little piece of stony land two feet wide which won't give either one of us any return or a moment's real pleasure. One of us will whip the other and it may cost us both several times

what the land is worth, not to mention the loss of our friendship and robbing our children of future happy hours together.

"No, Bill, your friendship is worth more to me than the land. I'm willing to give it to you if you honestly think it's yours. If you want to take a sporting view of it, I'll split the difference and give you a foot of it. Or if you want to make certain that you're absolutely fair, as I have always known you to be, I'll pay half the cost of a surveyor we agree upon to settle the problem."

What is the logical outcome of such an approach to eliminate human friction? It's like substituting oil soaked bearings to eliminate the wear and tear of friction between two pieces of metal in contact. It's practical hard-headed good business not to mention how it fits into a code of ethics.

In these days when bombers and fighter planes are carrying the fight to the heart of enemy's territory, the need for anti-friction bearings has reached an all-time high both for use in new equipment and as replacements. As we struggle for sufficient manpower to meet the critical bearings situation that could mean, if not solved, the grounding of hundreds of powerful bomber-weapons and the consequent lengthening of the war, we should be forcefully reminded of the equally critical need of eliminating more human frictions in the factories producing not only bearings but all other war production and civilian supplies. Nothing can speed the day of victory, the orderly transition to peace and consequently industrial development as much as better human relations, which will come from a more thorough understanding by everyone of the true function of business in our social and economic order.

Connecticut made a frontal attack on the business of making the tools of war—and produced more than twice as many per capita as any other state. To turn in this performance thousands of unskilled men and women were trained in some skills and thousands more taught higher skills. In many plants, the spirit of top management plus the unifying objective of war caused ideas to flow from the "men and women" in the ranks which, in numerous instances multiplied the rate of production many times. Despite the unifying force of war and the right spirit on the part of management,

everyone knows that there has been entirely too much human friction resulting in low production and work stoppages.

What is to take the place of war's objective of victory as a means of inducing cooperation for full production and hence full employment of those capable of and requiring employment? With cut-backs of arms contracts already starting in Connecticut and more certain to come, thousands of workers will soon be faced with the necessity of taking jobs where the urgency of production is greater or accepting unemployment until industries either receive contracts for new types of war products or are permitted to start the manufacture of civilian goods.

### Something Big To Work For

Is it not "critically urgent" that the management of every manufacturing company in Connecticut, particularly of those companies producing war goods, start immediately to conduct clinics in order that their supervisors may be in a position to have business understood by all workers for what it is as "an instrumentality that supplies the material needs and wants of mankind"? And is not the time overdue when the purpose or objective of every individual business should be clearly enunciated by management to all employees through supervisors by means of the clinical conference approach? For unless all of us who work can be

made to see in the proper conduct of "business" something really "big" like winning a war, to hold our loyalties, whither go all the fine-spun phrases about peace, harmony, the five freedoms et al.?

Business management can translate business to their employees and by joining together on the thousands of local home fronts of the nation, can make it understood for what it is—man's greatest material servant. All that's needed is the "will". The instruction methods have been largely outlined in the many courses for supervisors which have been so productive in speeding the war production effort. More about methods in next month's column.

### SOUND IN INDUSTRY

(Continued from page 5)

Marches and popular foxtrots are good working music because of their steady tempo, but here too, the field must be censured as to the limits of intensity, pitch, orchestration and time of day. Heavy classics, jitterbug and vocals are shunned, each for its own obvious reason. The day is divided into many groups such as the opening, normal, pre-fatigue, fatigue and closing. During luncheon and rest periods more variety is encouraged, some hot numbers for the younger element and some salon music for relaxation and aid to digestion.

Then, too, many plants must cater to their own individual problems among which are the type of work and makeup of the majority of the labor group. Obviously a predominantly female plant requires a different type of music than is required by the plant which is manned by heavy ma-

chine operators. Yet, the field is still being explored and surveyed for the ultimate solution of all problems.

Sound installations, too, are being made on a more scientific scale to overcome all of the ranges and different types of factory noise. The equipment if properly installed should bring the sound through even the din of the punch machine and heavy drop forge.

Programming and scientific recording is being done by the major transcription companies and radio stations are sending special programs over their regular and F.M. facilities. These types of services are available now in Connecticut, both as a canned program and for self operation in the plant.

The facts cannot be ignored. In England, the factory sound installation is compulsory. It is being used and indorsed here in Connecticut by such an impressive array of manufacturers that it would be remiss not to mention a few. They are: New Departure, Waterbury Tool Co., The Bullard Co., Trumbull Electric Manu-

facturing Co., Electric Boat Co., Acme Wire Co., and Barden Corp.

Although we cannot project ourselves far enough ahead to forecast all the possible advantages of electronics, it would seem that its present use is an excellent excuse for being.

The manufacturer who finds it difficult to promote a public relations campaign can take a lesson in sound and start on his own doorstep. For good public relations has its nucleus in the production line the focal point from which all good will radiates. If he can encourage a better understanding between his help and him, he has unlocked the door beyond which he will find a better product, more efficiently produced, in an atmosphere of wholesome cooperation.

The philosophy of the business man broadens its scope when he realizes that he, even more than his worker, takes pride in his achievement, and his horizons are unlimited when he attempts, in some measure, to visualize the future and the place his community will have in relation to that future.

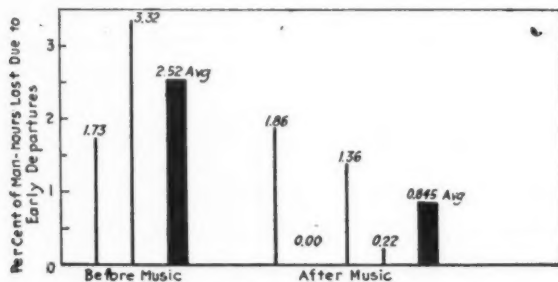


Figure 5

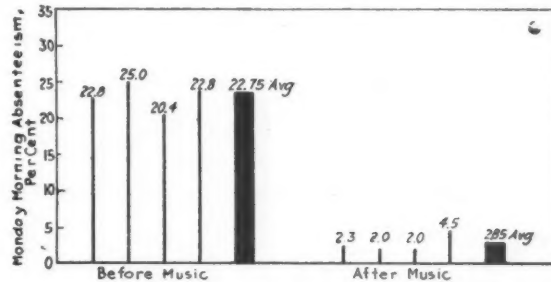


Figure 6

## ECONOMIC ASPECTS OF POST-WAR PLANNING

(Continued from page 16)

fashion than by vast government expenditures, if we are to preserve our freedom. In fact Lenin, the Communist, said years ago that the surest way to destroy our type of representative democracy would be to lead our people to believe that public authority can permanently supply them with either jobs or the means of livelihood, for in that event, he declared, the people's demands would become so insatiable that no free government could possibly withstand them. Deficits would rapidly pile up, financial chaos would ensue and eventually the government itself would be destroyed.

No, if eight million more jobs are to be provided in a free post-war America, those jobs can be supplied in only one way, which works out like this: Some enterpriser decides to start, say a manufacturing business. He invests capital in plant, equipment and raw materials. He gives a few workmen jobs. People buy his product and he makes a profit. He then invests some of this profit in his plant so as to improve his product and his method of making it. More people buy the product. The enterpriser has more jobs to offer in his factory. The process goes on. He invests more capital in more and better machines to get volume-production. This enables him to lower his selling price. More and more people buy, and more and more jobs are created.

### The Declining Business Birthrate

A simple enough procedure, but that is the actual process that has created the gainful jobs that tens of millions of people in America enjoy today. But see what has happened in the last few years. Recent Department of Commerce figures reveal that beginning in 1937, the rate of "business births" started to decline and that by the end of 1941 we were actually back to within 30,000 of the number of new enterprises that came into being in the year 1900; and that during 1941 the sharply declining business birthrate curve overtook and dropped below the curve of business mortalities. So that even before Pearl Harbor the country's total "business population" was declining.

The amount of new capital invested, as revealed by sales of new capital issues, is another indication of the trend of the spirit of enterprise—the willingness to take risks in new ventures on which the creation of new jobs depends. The average annual amount of new capital issues in the seven years from 1926 to 1932 inclusive was \$3,500,000,000. The average annual amount of new capital issues in the seven years from 1933 to 1939 inclusive was \$629,000,000, a decline of 82 per cent. Private construction for the seven years from 1926 to 1932 averaged \$6,410,000,000 as against \$2,322,000,000 for the seven years, 1933 to 1939 inclusive—a decline of 64 per cent. The cost of the Federal Government in the same period rose 92 per cent and national income on an average declined 13 per cent. The decade

of 1930 was the first decade since the foundation of our nation in which our scale of living actually declined! Obviously, this trend must be reversed in the post-war years, if we are to meet the challenge of providing eight million more jobs.

### The Ledger

When peace comes, we shall possess more manufacturing facilities (in many lines), more new materials, more skilled labor, a greater pent-up demand for goods, and larger reservoirs of spending power than we have ever had in our history. On the other side of the ledger, we will probably face a public debt of from \$250,000,000,000 to \$300,000,000,000; the staggering problem of reconverting our industries to peacetime operations; a steady, but we hope slow, upward spiralling of prices; shortages of working capital in many of our business enterprises; high corporate taxes; unfavorable cost-price ratios in manufacturing and merchandising and a precarious margin of profit; an inventory in the government's hands of probably sixty billion dollars' worth of all sorts of materials, ranging from ships to shoes; the problem of the sudden termination of perhaps seventy-five billion dollars' worth of government war contracts; the disposition of fifteen billion dollars' worth of government-owned factories; not to speak of the question of land that it has acquired during the war—an area approximating that of all the six New England states.

At the end of the war the Federal Government will own more than 50

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per cent of the country's annual capacity of aluminum; 92 per cent of magnesium capacity; 10 per cent of steel; nearly 100 per cent of synthetic rubber and high octane gasoline; 50 per cent of machine tools and at least 90 per cent of aircraft. "If there ever was a question which must be settled in the national interest," warns Secretary of Commerce Jesse Jones, "it is the future utilization of this vast industrial empire."

War production in 1944 is expected to reach the astronomical figure of \$80,000,000,000, or more than half the nation's total industrial output. The construction cost of the Panama Canal was less than \$400,000,000 so you can see that during 1944 our production of munitions will be equivalent to the building of more than 200 Panama Canals, or a little better than one canal every two days!

#### The Reconversion Problem

To reconvert our manufacturing facilities when the war is over will require a substantial period of time in the case of consumers' durable goods. Consumers' goods industries, fortunately, will be in a better position, and able in most instances to start operations just as soon as raw materials are available. Nevertheless the problem of supplying eight million more jobs than existed in 1940 cannot be met promptly and successfully unless there is careful voluntary planning now, starting at the individual business and community level, and working on up to the Federal Government, which, obviously, will establish the environment, in which all individual post-war plans will have to function. The amount of voluntary private planning now under way is highly reassuring and reflects a rising sense of social responsibility on the part of American business leadership.

Unfortunately, writers of sensational magazine and newspaper articles have seized on this fact to give the public what I believe to be a grossly exaggerated estimate of the immediate post-war possibilities in certain fields, notably prefabricated houses, aviation, plastics and electronics. There will undoubtedly be great advances in all four but when a feature writer, for example, gives the impression that in the years following the war the skies will be darkened by cargo carrying planes and that Detroit and Chicago and other inland cities will be our great ports of entry, displacing the seaports

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# PLOCAR ENGINEERS

on the Atlantic and Pacific Coasts, there is nothing at present in the aviation picture to justify such giddy flights of the imagination. The airplane industry is obviously destined for remarkable development. The use of airplanes for passenger travel, mail and express, will be vastly increased, but to envision aircraft as a post-war substitute for steamships, railroads and motor trucks, in the transportation of ordinary freight, is to ignore the economic facts of the situation. For example, to transport 100,000 long tons of freight monthly from San Francisco to Australia by steamship would require 44 ships, 3,200 men for their crews and 165,000 barrels of fuel oil. To do the same job by airplane would require 10,022 four-engined transport planes, 120,765 men in the flight crews, 8,996,000 barrels of gasoline and 85 large sized tank ships to carry the gasoline. Hence, although we shall see many wonders of industrial and commercial development in the post-war years, we should guard against fanciful dreams of Aladdin-like advances that will automatically solve our post-war employment problems.

### The Danger of Debt

With a public debt of from \$250,000,000,000 to \$300,000,000,000 the nation will be treading on parlous financial ground. Billions of dollars' worth of war bonds now in the hands of the public will be turned in when the war is over and the funds required to cash them will have to be provided by continued heavy taxation and more government loans from our banking institutions. Even now the banks of America own approximately \$70,000,000,000 worth of government securities—approximately 40 per cent of all government issues outstanding. The total capital resources of our banks are approximately \$8,000,000,000. So one can readily see that a drop of about ten points in the value of government bonds would bankrupt practically every banking institution in the country. Thus the government must maintain, through purchases of its securities, the market value of its outstanding obligations. As a corollary to this effort, interest rates must be kept low because of interest rates rise, the value of low interest-bearing government securities would tend to fall. Hence, it seems likely that the day when the average individual starting from scratch can accumulate any substantial financial competency for his old

age or for his family when he dies, is past. This is a matter of grave moment since it strikes at the very root of the incentive system—that has had so much to do with the economic development of America in years gone by.

Let us take a glance—under present conditions—at the status of a more or less typical middle class family—husband, wife and two dependent children—with an income of \$5,000 a year. Fourteen years ago, in 1929, this family paid a federal income tax of \$3.00 a year and as recently as 1939 was assessed only \$58.00. Living comfortably there was enough money to educate the children and perhaps \$1200 or \$1500 left over for life insurance and other savings. At the end of twenty-five years such a family could acquire a modest fortune of \$30,000 or \$35,000 as a bulwark for the parents' old age and as a nest egg for the children when the parents died. Invested at 6 per cent it would yield an income of from \$1800 to \$2000 which was about 40 per cent of the income that the parents had enjoyed at the peak of the father's earning capacity. Now look at the picture. Federal income taxes in 1943 took \$730 out of the fund formerly put aside for savings. If the new rates proposed by Mr. Morgenthau recently were put into effect, the family would have to pay \$1,163 in federal income taxes, which would absorb practically all of the \$1200 or \$1500 that was formerly saved. What small sums do remain to be invested—even at present tax levels—cannot be safely expected to yield more than 3 per cent, so that these parents who formerly could anticipate a self-respecting, self-supporting old age, have little now to look forward to except to live on a maximum government pension of \$85 a month when they reach age 65. To a considerable degree, we can thank the deficit spenders of the '30's for the situation in which such thrifty citizens now find themselves, since it was the deficit spenders who forced down the return on savings during the decade before the war in order that they might go into debt at a low interest rate.

### Impact of Taxation

Three specific instances have come to my attention in the past month illustrating what is happening to personal incentive in America under the impact of heavy progressive taxation.

The moving picture stars who have been appearing on our Company's radio program from week to week at high fees are now refusing to come on from Hollywood because they say frankly that after paying their income taxes there is no financial inducement left. A manufacturer who employs 300 men stated frankly that he was at the end of the road so far as plant expansion was concerned; that there was so little left after he got through paying his corporate and personal income taxes that he could see no reason why at his age he should assume additional responsibility to try to enlarge his business.

A laborer in one of our own factories who would have received double time wages for working the seventh consecutive day—about \$13.00 for eight hours' work—informed me that he had decided that it was not worth while to work the seventh day because that put him in the next bracket of the withholding tax, which resulted in his having little margin left for his extra effort.

Two of the major planks in the Communist platform as set forth in the Manifesto of Karl Marx were: "(1) A heavy progressive or graduated income tax and (2) abolition of all right of inheritance." As a well-known middle-of-the-road economist, Dr. Sumner H. Slichter of Harvard University, remarked recently: "The tax history of the United States since 1932 makes sensational reading. One might almost suspect that the laws had been written by a Communist or Fifth Columnist for the purpose of making private enterprise unworkable." It is a significant fact that in the decade of the '20's there was not a pound sterling of net increase in invested capital in industry in Great Britain, due to heavy progressive income and inheritance taxes and the adoption of totalitarian concepts of economic control rather generally by the British public. As Dr. Harvey L. Lutz, Professor of Public Finance at Princeton University, stated a few months ago; "Mass unemployment as a chronic phenomenon has appeared in England, the United States, France and Germany concomitantly with the increasing weight of progressive taxation of incomes and estates."

In 1940, 235,493 persons in the United States reported net incomes of \$10,000 or more, amounting in all to \$5,332,516,000, upon which they paid federal income taxes of \$1,137,734,000



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and state income taxes of \$205,979,000, leaving them \$3,988,803,000 net. If this sum had been divided equally among the 135,000,000 men, women and children in the United States, it would have yielded each one increased income of approximately 57c per week, most of which would have been quickly spent for consumers' goods and services. Little would have been invested in new job-making business enterprises. What might have gone into insurance or savings would have been placed by the insurance companies or banks, not in the risky securities of new enterprises but instead in the bonds and preferred stocks of established going concerns.

### 8,000,000 New Jobs

And yet, the creation of eight million new jobs is the stupendous task that America must achieve in the post-war period. If we are to preserve our freedom, that goal can be attained only in one way, namely, by encouraging thousands of enterprisers to create new businesses and expand those already existing. Under normal conditions a large portion of the savings of the well-to-do flows into new ventures in the hope that it may bring the owners a high return in future years. Much of such capital is always lost, but hope springs eternal in the human breast as long as there is a reasonable chance of reward. That reasonable chance has now been pretty well removed, not only as the temporary result of heavy taxation necessitated by war expenditures, but by a soak-the-rich philosophy which ignores the part that the savings of the well-to-do play in the creation of additional jobs.

Therefore, no matter how much post-war planning may be done by business men and how many communities may determine their post-war demand for goods and their post-war employment possibilities, all such efforts will ultimately fail unless we Americans see to it that our representatives in Congress create the conditions under which the enterprising among us will be encouraged once again to take risks, to run chances with their capital and their health, to build new businesses and create more jobs.

Faith is the foundation of all sound human relations. Confidence in the ultimate intentions of those who are in control of public affairs is essential to the success of a private, competitive

business system, such as ours. The enterpriser is willing to risk his money and his time only if he is reasonably sure that the heavy hand of government will not intervene unexpectedly to destroy or take away the fruit of his efforts. Lip service to the private competitive business system by public men who have sought in the past to destroy it, falls on doubting ears. Words, in fact, are not enough. They must be backed now by action. By Joint Resolution, the Congress should promptly proclaim to the people of the United States in unequivocal terms that its primary post-war objective is the withdrawal of government from the control (not regulation) of private business and that all governmental measures will be directed toward the private restoration of our system of private competitive business when the war is over. Only an aroused public, determined to allow nothing to interfere with the creation of millions of additional post-war jobs, will bring about such action.

Then Congress should proceed to implement that declaration as speedily as possible by providing for a sound monetary system based on gold; by putting into effect a real economy program throughout our swollen Federal bureaucracies; by declaring for a balanced budget when the war is over, thus repudiating the theory that Federal deficits are of little or no concern because "we owe the money to ourselves"; by setting up a sound system of taxation which would permit the accumulation of reserves for the post-war reconversion of industry and which would definitely provide for sharply reduced rates immediately on the cessation of hostilities; by clearly defining the economic areas in which the government proposes to carry on public works in the post-war era; by establishing statutory procedures for the disposition of government-owned factories and inventories, and for the prompt adjustment of cancelled war contracts by the respective contracting agencies; and by setting up definite legal formulas now, under which all wartime production, price, wage and salary controls, will have to be abolished in orderly fashion when peace comes.

### Social Legislation

The economic aspects of post-war planning are, of course, necessarily affected by much of the so-called "social legislation" of the past ten years. Both

as an American citizen and as a manufacturer I believe in collective negotiation, provided there is equal responsibility and authority on both sides. I am wholeheartedly against sweat-shop wages and hours. The net result of present legislation on those subjects, however, has been to create on the one hand what might be termed an invisible government that holds in its hands the lives and fortunes of millions of workers, and on the other, to undermine the initiative of the ambitious to whom we must look for leadership in future years. The Wage and Hour Act as it now stands actually makes a law breaker out of me as the president of our Company if certain employees earning as much as \$250 to \$300 a month choose to take work home, or to stay after hours of their own volition to see a job through! They are certainly far from being in the sweat-shop category. It is startling to hear, moreover, from the head of one of the largest industrial enterprises in America, that, under the impact of social legislation enacted with good intentions but with small regard to its ultimate implications, the productive efficiency of the men working in its plants has been reduced from 30 to 40 per cent. Obviously, if we want a higher scale of living in America we must produce more goods and services. For our scale of living depends on the sum total of the output that we have to divide. The less we produce, the less we will have and laws that go beyond the legitimate objectives of preventing industrial tyranny and oppression, and that strike at the tap-roots of individual ambition and incentive should be modified. Otherwise, the wisest of post-war planning will die a-borning.

It is the bounden duty, therefore, of every patriotic American citizen to confer with his elected representatives in Congress and see to it that they enact those measures that will enable America to enter the post-war period girded and prepared at every point to meet the gravest threat that our free institutions have ever encountered since they were established in 1789. If business is not put in position to meet the challenge of eight million more jobs when the war ends, the "coming slavery of socialism", as Herbert Spencer put it, awaits the nation just around the corner and we shall have fought the war in vain. "Power over a man's support," wrote the authors of the Federalist, "is power



over his will." In other words, when government has a monopoly on support, its power becomes absolute. Men who have to depend on the state for their jobs, dare not exercise freely their nominal liberties of speech and thought and conscience, no matter how firmly safeguarded the latter might still remain in theory or on paper.

To meet the challenge of the post-war period, American business for its part must assure the development of new products and the steady advance of our economic frontiers—through vigorous competition. It must show an aggressive spirit of expansion and have the courage to invest in new facilities far larger sums than in previous peacetime years. It must recognize its social responsibility by passing along promptly the benefits of technological advances by means of higher wages and lower prices.

#### Ten "Cannots"

The other day there crossed my desk a little unsigned newspaper article—epitomizing ten points that every good citizen might well keep in mind as he plans the future of the America of his dreams:

1. You cannot bring about prosperity by discouraging thrift.
2. You cannot strengthen the weak by weakening the strong.
3. You cannot help small men by tearing down big men.
4. You cannot help the poor by destroying the rich.
5. You cannot lift the wage-earner by pulling down the wage-payer.
6. You cannot keep out of trouble by spending more than your income.
7. You cannot further the brotherhood of man by inciting class hatred.
8. You cannot establish sound security on borrowed money.
9. You cannot build character and courage by taking away men's initiative and independence.
10. You cannot help men permanently by doing for them what they could and should do for themselves.

Significantly enough, every one of these ten points reflects the basic religious concept on which the American Republic was founded, namely, the dignity and worth of every individual soul in the eyes of a Sovereign God.



## TRANSPORTATION

By N. W. FORD

Manager and  
Traffic Manager

### O.D.T. TO SPEED FINDING TRUCK REPLACEMENT PARTS:

—A new "short-cut" procedure for aiding in finding automotive replacement parts has been announced by the Office of Defense Transportation. The method is expected to cut down the time now required to put laid-up vehicles back on the highways. According to the O.D.T., a by-product of the new procedure will be accumulation of data needed to forestall widespread parts shortages.

O.D.T. maintenance specialists in the various districts are made responsible by the new procedure for searching out parts to fill vehicle operator's demands which bear "emergency order" certification. They are to work from parts distributors on down the line of sources.

In addition to requests coming directly to O.D.T. district offices, all authenticated demands received by W.P.B. automotive specialists are to be sent to the nearest O.D.T. representative for handling. If inquiry throughout an O.D.T. region in which a shortage is reported fails to bring forth the part, the regional office is to refer the case to the War Production Board's regional automotive specialist in order that the producer of the part may be prodded.

★ ★ ★

### SUSPENSION OF SIX PER CENT FREIGHT RATE INCREASE EXTENDED:

—On November 10 the Interstate Commerce Commission released its decision, extending from January 1, 1944 until July 1, 1944, the suspension period during which the six per cent increase of freight rates originally authorized by the Commission in Ex Parte 148 effective March 18, 1942 may not be collected. The increase of rates was previously suspended by the Commission from May 15, 1943 until January 1, 1944.

In its latest report, which was the result of a show-cause order to the railroads, the Commission found that "under present conditions and, so far as we can reasonably foresee, for the period to and including June 30, 1944, the revenues received by the railroads from their present freight rates will meet the objectives of the national transportation policy as defined in the Interstate Commerce Act."

In response to the Commission's show-cause order, the railroads had requested the Commission to extend the postponement order for six months from January 1, 1944, but, paradoxically, their competitors, as represented by the American Trucking Association, urged the Commission to drop the suspension of the six per cent rate increase, thereby placing the railroads more nearly on a rate parity with the motor carriers insofar as less-than-carload traffic is concerned.

★ ★ ★

### MOTOR CARRIER MINIMUM RATE ORDERS VACATED:

—Effective November 1, 1943, the Interstate Commerce Commission vacated all orders previously entered in Ex Parte MC-20, Trunk Line Territory Motor Carrier Rates; Ex Parte MC-21, Central Territory Motor Carrier Rates; Ex Parte MC-22, New England Motor Carrier Rates and Ex Parte MC-23, Mid-western Motor Carrier Rates, which prescribed minimum rates and charges and classifications, rules and regulations for application in the respective areas.

In connection with Ex Parte MC-22, an exception to the general vacation order provides that the proceeding will be continued with respect to issues relating to class rates, classifications and rules and regulations, concerning the transportation of property at class rates.

As all of these orders were previously under suspension insofar as minimum rates were prescribed, the practical effect of the order is only to make permanent an arrangement that was being carried out on a temporary basis. It is expected that Ex Parte MC-22, to the extent that it affects class rates, will be set for hearing in New England shortly after the first of the new year.

★ ★ ★

**PROPOSED NEW FORM UNIT BILL OF LADING:**—The Association of American Railroads has recently agreed to accept the new unit bill of lading, waybill and shipping order on forms measuring 8½" in width and 7", 11" or 14" in length. This is a departure from the original specification which required the use of forms measuring 8½" x 11". It is also unnecessary to submit the waybill copy if the new form is used although, of course, the carriers would very much prefer that this be included. Conversations with representatives of the New Haven Railroad have developed the fact that its accounting department is very much opposed to any reduction in the present size of the waybill forms and considers the adoption of the short form to be a backward step.

Under the above circumstances, the Association has opposed making mandatory the order requiring the use of the unit forms and has suggested that, as an alternative, the carriers should arrange to publish in the classification both the form now in use and the new

form but omitting the waybill from the copies of the new form. If this procedure were followed, it would permit the alternative use of either form and many shippers, who are in a position to do so without the necessity of obtaining new equipment or making changes that would seriously disrupt their present practices, would undoubtedly conform to the railroad's request and adopt the new form.

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**CLASSIFICATION RULES 15 AND 16:**—The Consolidated Classification Committee does not contemplate changing Classification Rules 15 and 16 as a result of O.D.T. Order 18-A, the Association of American Railroads advises. When O.D.T. Order 18 was released, it will be recalled, the Consolidated Classification Committee proposed to suspend for the duration of the war Classification Rule 15, and to revise Rule 16.

★ ★ ★

**TRANSPORTATION EFFICIENCY IMPEDED BY FREIGHT EXPEDITERS:**—Asserting that the activities of so-called freight expeditors tended to interfere with railroad operating efficiency and to slow down, rather than expedite, freight movement in general, Director Eastman of the Office of Defense Transportation has called for the discontinuance of the practice followed by some shippers of employing such persons.

**FREIGHT LOSS AND DAMAGE INCREASE IN FIRST SIX MONTHS OF 1943:**—A composite statement prepared by the Freight Claim Division of the Association of American Railroads disclosed an increase of \$3,171,406 or 20.4% in freight loss and damage for the first six months of 1943 as reported by commodities and as compared with a like period in 1942. This statement also showed that for the twelve months ended June, 1943, there was a 28½% increase in loss and damage as compared with a similar period for 1942.

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**PROPOSED AMENDMENT GOVERNING MULTIPLE CARLOADINGS:**—On authority of the Interstate Commerce Commission, the rail carriers Consolidated Freight Classification Committee has published and filed with the Commission, on fifteen days' notice, Supplement No. 37 to Consolidated Freight Classification No. 15, effective November 22, 1943; also Supplement No. 1 to new Consolidated Freight Classification No. 16, effective December 6; a revised Classification Rule 33, for the duration of the war and six months thereafter, governing multiple loading of carload shipments in or on a single car with respect to restowing or rebracing of carload freight remaining in or on the car at the destination intermediate to final destination when such carload freight is transported subject to consolidation privileges provided for in Section 500.78 of O.D.T. Order 18A.

## ANNOUNCING

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## BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the previous month.

THE third consecutive decline in the index of general business activity in Connecticut was registered in October, the index falling off slightly more than 3% to an estimated 97.8% above normal. The United States index continued to edge higher, rising fractionally to an estimated 43.0% above normal in October. Except for a slight reaction in June, the Connecticut index has risen steadily since the beginning of the year, standing approximately 21% above the January level at the present time. The Connecticut index after climbing to its peak between January and April has since fallen off until the October level is approximately 13% below the January point. In large measure recent

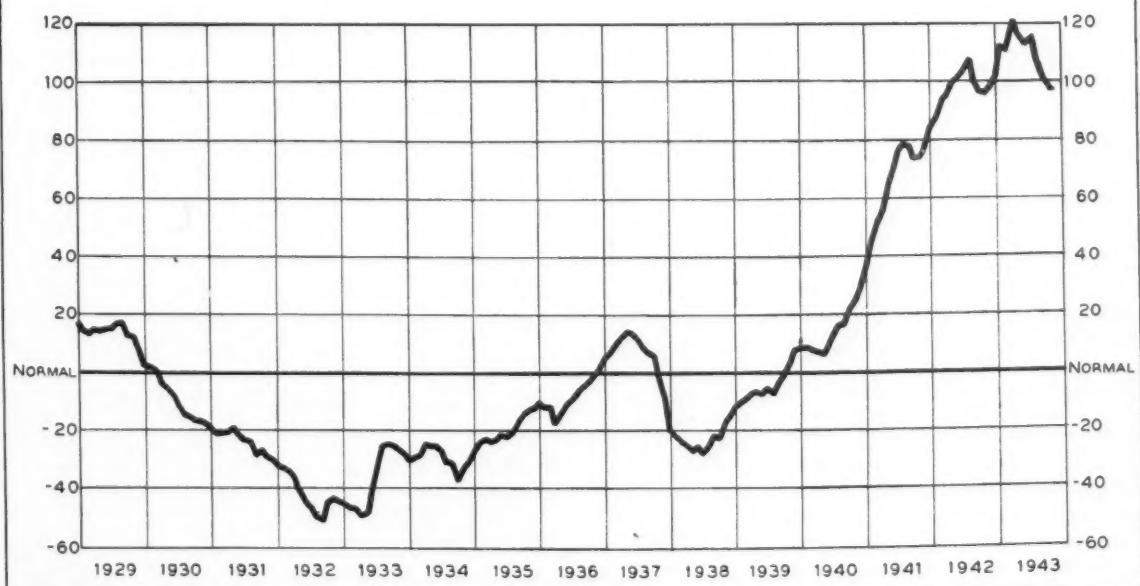
net losses in employment are responsible for the decline. However the physical volume of production remains at a high level and present indications point to the continuance of a satisfactory degree of activity.

The index of manufacturing employment declined in October to an estimated 86.6% above normal. The Bureau of Labor Statistics reports that the peak of employment was reached in March of this year when 780,000 were employed at nonagricultural pursuits. For the period of April through July of this year the largest single monthly employment loss was 3,000. The Bureau reports that during August, the latest period covered, Connecticut lost 8,000 nonagricultural workers.

The answer as to why such relatively large losses have occurred recently seems to be that workers are leaving the State for employment elsewhere. For example we know that Connecticut is losing labor to a new aircraft plant in Burlington, Vermont. In October the cities of Hartford, Bristol and New Britain reported 4,994 separations, a larger figure than the total number of accessions. Of this number there were 3,202 quits and of these quits 20% said they were leaving town. Another 23% of the quits reported dissatisfaction as their reason for leaving the job. It may be presumed that a large proportion of those expressing dissatisfaction planned to leave the area. In addition to these voluntary quits 1,103 were laid off and discharged. We estimate that of these totals 1,200 individuals from Hartford County alone, who were without work but were available for reemployment, left the state.

First reason for this movement away from Connecticut is that much of the state's present labor force is made up of migrants who came here early in the war program before construction was begun on war projects in their home areas and many of whom are now returning to their home area. The Unemployment Compensation Depart-

GENERAL BUSINESS IN CONNECTICUT COMPARED WITH NORMAL



ment reported that over 250,000 out-of-state workers came here in 1942. Although almost 75% of these workers came from New England, New York and Pennsylvania, thousands came from the South and West. This migration has now practically ceased and, due to the great concentration of war contracts which has occurred in the last year in other parts of the country, the flow of labor is reversing and workers are returning to their home areas. A recent study of "boom-town" areas, which is complete only through March of this year, discloses that of the twenty-five metropolitan counties or cities which were in the upper fourth of population increase from April, 1940, to March, 1943, both on the basis of percentage gains and absolute amounts, not one was in the East, 80% being in the South and West. Much of the growth of these twenty-five areas is of recent origin. From April, 1940 to April, 1943 these areas had a net population gain of 1.9 million. However 42% of this gain was realized in the ten months ended March, 1943.

Secondly, the remunerative advantages which employment in Connecticut offered at the beginning of the war effort are now exceeded elsewhere. These twenty-five areas mentioned above have heavy concentrations of shipbuilding and aircraft contracts. Confining ourselves to shipbuilding, weekly earnings in this industry in June, the latest report period, were 38% above the average of all manufacturing industry, higher even than wages paid in the steel, automotive, rubber and petroleum industries which were heretofore regarded as the high pay leaders of manufacturing industries, and higher by 17% than the average weekly earnings of Connecticut male employees in the same month.

Thirdly, and of not the least importance is the fact that the designation of practically all of Connecticut's industrial centers as areas of critical labor shortage has undoubtedly caused many workers to leave the State now due to the fear that they may become unemployed in the near future as regulations become operative prohibiting the placement of further war contracts in critical areas.

Although manhours worked in Connecticut factories rose slightly, the increase was not sufficient to overcome the seasonal weight which in October is the heaviest of the year. Consequently the index fell off to an estimated

145.4% above normal. The best performance was in Hartford where despite an employment loss of approximately 500 in the 43 plants reporting, manhours worked rose 8,000 or 0.4 hours more per employee in October than in the previous month. There are indications that this fuller use of available workers will become more prevalent.

The index of freight shipments originating in eight Connecticut cities rose in October to 50.3% above normal. The total volume of tonnage originating at these stations rose 3.5% over September. Tonnage loaded was off 2.3% from the previous month in Bridgeport and up 6% in Waterbury, 17% in Hartford, and 22% in New Britain.

Preliminary figures indicate that construction work in progress in Connecticut rose 5 points from the revised September figure to stand at an estimated 35.4% below normal in October. Construction is well underway on a \$548,000 addition to an industrial laboratory in Stamford. This item clearly indicates the close attention which will be paid to development and research in industry after the war. Additional non-residential construction involving approximately \$1,000,000 is being undertaken by a large aircraft company at two of its plants in this state. Residential construction continued in October at approximately the level of recent months.

## ADDRESS BY LT. COL. MORGAN

(Continued from page 21)

we will need to count heavily on individual and national intestinal fortitude and on our spiritual strength to see this war through to a completely triumphant finish.

The "M" of all-out Mobilization is a very large "M". In it are the "M's" of Money, Machines, Manpower, Material and Morale.

Each "M" is a separate problem of huge magnitude. Each is a problem that directly concerns every industrial plant, every grower, every one dealing with raw materials and certainly every member of this audience.

The "M" of Mobilization can produce the "V" of Victory only if we are ever mindful of the weekly, daily and hourly part we all must play.

This part of the job has to do with "the man behind the man behind the

gun." It is a part played by American Industry. It is a part in which you members of the Manufacturers Association of Connecticut can perform a very vital role.

The executives and the employees with whom you come in constant contact need to be informed on all phases of the war, and the very vital part your products are playing at the crucial moment.

Surely our Army of Production—men and officers alike—must train itself in the . . . rugged methods.

We here at home, in the thick of producing the weapons for our armed forces, must train constantly to meet all the hazards and casualties caused by the war.

A change in design, a shift to another weapon, a cutback in quantity, even a termination of a contract must be met with elasticity, adjustment and ready acceptance.

American Industry is tough, too. It can take it with the minimum of "gripe". Here on the production front we . . . must have "bounce."

You have a remarkable opportunity, through your work, to drive home constantly the enormity of this war and its gargantuan appetite.

Analysis of the facts, coupled with realistic analysis of our progress in the war is bound to cut the fog of wishful thinking. It is here that you can perform great service.

Headlines may sound comforting but the deadliest weapons of all is false security. Hitler and Hirohito counted heavily on it. They still do.

We have been personal witness to the tragedy of false security so eloquently disseminated by the wily Dr. Goebbels.

It's been a truth for many years that you can't kid the American people too long. We are quick to get on to the faker, the "phoney" as we call him.

So let us not be fooled ourselves and let us strive mightily to unfool those of us who have been temporarily fooled by the myth of "peace is just around the corner."

Certainly with a plan and an objective you can through your daily jobs, your trade papers, your advertising, your association, help bring enlightenment to the executives and employees of Connecticut's industry that will make each and everyone feel that they too, are a personal part of this gigantic conflict. America's production must march steadily forward with our fighting men.





# QUERIES

By JOSEPH B. BURNS

Counsel

**QUESTION 1:** Will you please attempt to interpret the new definition of a working "day" as defined by a recent ruling of the Department of Labor in discussing overtime to be paid under the provisions of the Walsh-Healey Act?

**ANSWER:** In the Walsh-Healey Act, the word "day" is used in several instances, and it is the construction of that word which occasioned the Labor Department ruling. To quote in part the opinion of the Deputy Administrator "the term 'day' as it is used in the Walsh-Healey Public Contracts Act has consistently been construed to describe the 24-hour period beginning when an employee begins to work or reports for work in accordance with the company's requirements, whichever is earlier. Thus the starting time for each employee is conclusive of what 24-hour period is to be ascribed as his 'day'."

A sample clarification of this Labor Department ruling which applies to overtime under the provisions of the Walsh-Healey Act, would be to state that any time worked in excess of the 8 during the 24-hour period starting with the beginning of the employee's regular shift must be compensated for at time and one-half.

For example, assume an employee works on a regular shift from 8:00 A.M. to 4:00 P.M. For the purposes of the Walsh-Healey Act, this employee's day begins at 8:00 A.M. and ends 24 hours later. Accordingly, if the employee works after 4:00 P.M. and before 8:00 A.M. the next morning, he is said to have worked overtime and he must be compensated at time and one-half for all hours in excess of 8 during that 24-hour period.

Specifically, if that employee in the example above mentioned should report for work at 7:00 A.M. the next morning, that hour from 7:00 A.M. to 8:00 A.M. is considered a part of the previous work-day and therefore constitutes an hour of overtime work for which time and one-half must be paid.

**QUESTION 2:** Are premiums paid by employers on hospitalization policies for employees considered increases in the wages of employees which would require approval of the Labor Board?

**ANSWER:** No. According to recent interpretations by the War Labor Board, such premiums when paid by an employer are *not* considered wages or salaries, even in those cases where the policies cover dependents of the employees, as well as the employees themselves. No approval of the Board would be necessary in this instance.

**QUESTION 3:** We pay our directors a given fee for attendance at meetings and other special sessions called by officers of the company. Is it necessary to secure War Labor Board or Treasury Department approval to adjust these directors' fees? What is the situation where a paid officer of the corporation is also a director?

**ANSWER:** Corporate directors are not considered employees and the control of directors' fees would not be subject to the wage or salary requirements. Accordingly, adjustments in the amounts of directors' fees may be made without Treasury or War Labor Board approval. However, the element of "reasonableness" would be the determining factor, because if such payments were

used as a medium to by-pass the freeze order regulations, there is no question but that the stabilization law could be invoked.

By the same token, the directors' fees paid to a person who is also a paid officer of a company would be scrutinized according to the reasonableness of the adjustment. A change in the amount paid to such a director would not require Treasury or War Labor Board approval, if it was justified and within reason.

**QUESTION 4:** We have been allowed a retroactive wage increase by the War Labor Board effective May 1, 1943. What tax should be withheld from these retroactive wage payments?

**ANSWER:** For all retroactive wage increases applicable to payroll periods ending after January 1, 1943 and beginning before July 1, 1943, the 5% Victory Tax should be deducted. For payroll periods beginning after July 1, 1943, the 20% withholding tax will apply to all retroactive wage payments.

In order to clarify the entire picture, any back pay made to employees pursuant to an NLRB order which represents amounts they would have earned had they not been absent from work because of labor difficulties do not constitute remuneration for services performed by an employee for his employer and are not considered wages within the definitions in the Internal Revenue Code. *If they are not wages, they are not subject to withholding of either the Victory or Withholding Tax.*

**QUESTION 5:** Will you please list the current No. 1 critical labor areas which have been so designated for the New England region?

**ANSWER:** The latest official releases by the War Manpower Commission of critical labor market areas show the following group of labor shortage areas for New England:

Bridgeport, Connecticut  
Hartford, Connecticut  
Meriden, Connecticut  
New Bedford, Massachusetts  
New Britain-Bristol, Connecticut  
Newport, Rhode Island  
Portland, Maine  
Waterbury, Connecticut

**QUESTION 6:** What clarification regarding payment of salesmen's commissions was recently released by the Treasury Department?

**ANSWER:** The Treasury Department has recently clarified its stand previously taken regarding the payment of commission to salesmen for 1943. Originally, Treasury officials decided that any increase in amount of compensation received by a salesman would have to be first approved by the War Labor Board even though his rate of commission remained the same.

The Treasury's interpretations of the new regulations now allow payment to salesmen of all commissions

earned on their own individual sales during the calendar year 1943 to be made without approval of the Salary Stabilization Divisions, *provided the rate of commission and base salary remains the same.* In other words, if the increased compensation is caused solely by an increase in total sales, such increased compensation need not be submitted for approval.

**QUESTION 7:** What governmental agency is charged with the duty of assisting and enforcing the rights of servicemen to obtain re-employment with their former employer?

**ANSWER:** The Re-employment Division of Selective Service is spe-

cifically concerned with this problem.

**QUESTION 8:** Upon what holidays during the year must time and one-half be paid for all hours worked?

**ANSWER:** Executive Order 9240 provides that premium pay must be given for work on six designated holidays during the course of the year. These days are New Year's Day, 4th of July, Labor Day, Thanksgiving, Christmas, and any other single holiday selected by the employer. (Usually, in this state, Memorial Day is considered the sixth holiday for the purposes of the premium payment provisions.)



## PERSONNEL

By JOHN P. AHERN

*Executive Assistant*

**EDWARD N. ALLEN**, president of Sage-Allen, Hartford, and also president of the National Retail Dry Goods Association, spoke recently of his firm's contribution to the war effort.

Mr. Allen, a member of the Manpower Committee of the Connecticut War Council, told the committee in session that he, at first, vigorously opposed night opening of department stores as requested by a resolution of the Manpower Committee. He felt then that night openings were in no way related to alleviating manpower problems, or reducing absenteeism because of the war worker's inability to shop. Later, due to the insistence of Mr. William Ennis, Area Director of the War Manpower Commission, he bowed to the demands of war production.

The experiment has proved to be very successful, and large crowds of shoppers fill the store every Monday night. Mr. Allen said his store personnel has been very cooperative in the rear-

range of their hours and work and, though also handicapped by a manpower shortage, are doing an excellent job.

Many other Hartford stores have followed Sage-Allen & Company's lead. As one person aptly phrased it, "At least one alibi for absenteeism has been buried."

★ ★ ★

**ELBERT A. PEARSON** of Short Beach, Connecticut, former advertising and department store executive, authored the manpower subcommittee report of four recommendations to aid in relieving the critical manpower shortage and to set the stage for future recruitment drives for women workers. The recommendations:

1. Make war plants more attractive to women workers.
2. Reduction of outmigration

through better housing and recreational facilities.

3. Stores change their hours to help reduce absenteeism.
4. Use of buildings in non-critical areas as "satellite" plants for Connecticut manufacturers.

Mr. Pearson is now engaged on a full-time basis by the War Council to cope with manpower problems.

★ ★ ★

**FORM USES 270**, with approval No. 72-R067.3 of the Budget Bureau, has become the federal *forme célèbre* in Connecticut. On this harmless-looking sheet of paper the Connecticut manufacturer states his employment needs for the ensuing six months and thereby helps determine the labor area classification in his locality.

Too many green apples—a sick stomach; an overstatement of needs—labor area classification number 1.

★ ★ ★

**IN AN ATTEMPT** to show the plant force why increased production is important, the Manufacturing Committee of the Connecticut War Council has recently issued a film directory entitled, "War Films for War Factories."

Listed therein are 16 mm sound movies of activity on all American fighting fronts. In the films war production workers see in actual battle scenes the armed forces and the equipment they are building.

# ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

## Employee Study Groups

Employee study groups do not imply anything new in employee training programs. Many concerns pay part of the cost of home study courses upon presentation of a certificate of completion of a recognized accounting course, and this procedure is to be commended. However, there is another approach to this problem of employee education which can follow the usual pattern of groups of employees getting together at regular intervals for educational purposes. This article refers to a study group organized within a plant preferably by "Employee" or "Foremen Clubs" and taught by an accounting official of that company. For a program such as this, it will be necessary for the leader of the group to write his own material. In this way he can talk accounting to a larger group than it would be possible to get together if a recognized accounting course were used. He can also, through the use of company forms and machines where necessary, retain the interest of the class up to and including the last meeting.

A typical group, meeting one night a week for ten weeks to study the accounting problems within its own organization, might be made up somewhat as follows:

### *Department Heads*

Foremen  
Paymaster  
Cost Accountant  
Sales Manager  
Purchasing Agent  
Credit Manager

### *Clerks*

Payroll Clerks  
Cost Clerks  
Posting Clerks  
Material Clerks  
Supply Clerks  
Production Clerks

In one plant where this has been tried quite successfully, the following subjects were discussed:

History of Accounting  
Accounting For The Payroll Dollar  
Accounting For Material Costs  
Accounting For Supplies Used  
A Discussion Of Burden  
The Routine In The Cost Department  
Accounting Function Performed By Various Office Departments  
Assembling Data For Monthly Statements  
Verifying Inventories  
A Review, followed by a question and answer period

Many of the advantages that accrue to both the employees and the company upon completion of a study group of this nature are obvious. However, among the unexpected results shown are the following:

- (1) Attendance actually increased instead of declining.
- (2) Turnover was substantially reduced in the clerical group attending.
- (3) Employees clamored for another course in accounting.
- (4) They requested similar study groups in other technical subjects.

Any results to be gained following a project of this kind may be influenced tremendously by the leader. Written material should be passed out at each class and copies of all forms concerned should be included. For a ten lesson study group at least fifty pages of permanent material should be prepared, following, very definitely, the system in use in the particular organization concerned. Moving pictures and a trip, for example, to the Accounting Department during working hours will prove helpful.

## NEW M. A. C. DIRECTORS

(Continued from page 17)

treasurer of Stanley Insulating Co., Great Barrington, Mass.; 1927, made assistant treasurer of Landers, Frary & Clark; 1928, advanced to treasurer and subsequently held position of export sales manager in addition; 1934, elected a director, and in 1941, advanced to president.

★ ★ ★

R. E. GAYLORD, *President*, Winsted Hosiery Company, is the new Director for Litchfield County, succeeding Mr. O. G. Williams.

Mr. Gaylord, graduate of Sheffield Scientific School, Yale University, spent practically his entire business career associated with his father, E. B. Gaylord, former president of the Winsted Hosiery Company. He became president on the death of his father in March 1942. Besides being president, treasurer and director of the Winsted Hosiery Company, he is president of the First National Bank of Winsted, director of the New England Knitting Co., Winsted Edge Tool Co. and a trustee of The Gilbert School and The Wm. L. Gilbert Home, all of Winsted.

## INDUSTRIAL TRAINING

(Continued from page 8)

large or small, to whom management has given the specific responsibility of the planning and directing of its training program. He added further that in some large plants, one person may carry the title of Training Director, Supervisor of Training, or Training Co-ordinator, but in many plants it may not be a full time job and may not carry any such title.

It is the all-over recommendation of T.W.I. that training responsibility be carried by the line organization with staff assistance from the Training Director rather than as a separate function by a training department. T.W.I. further strongly urges that management constantly look upon training as a part of production and as a part of constant day-to-day operation.



# SAFETY AND HEALTH

By JOHN F. DREIER  
*Associate Field Representative*  
U. S. Department of Labor

writing to this department of CONNECTICUT INDUSTRY.

As serious as industrial accidents can be, a much greater percentage of all accidents take place in the home and on the highways. A workman injured away from his job reduces war production by the same percentage as his ability to produce. An industrial accident causes more comment and publicity than a man slipping in his bath-room, but a broken arm or leg incapacitates him to the same extent regardless of the scene of the accident.

THE progress made by Connecticut manufacturers in the control of industrial accidents has been noteworthy. Many plants plagued by high accident frequency began, about two years ago, to take stock in the reasons behind the accidents that happened.

Insurance and federal interests have established the fact that approximately 20% of all industrial accidents are caused by mechanical faults, while 80% are due to the so-called human failure.

When the average plant begins to realize that industrial accidents are causing lost man hours, lost production, spoilage and increased costs, management begins to review the situation from the standpoint of control. Unless a program is evolved which encompasses year round attack, the results are not very satisfactory. Many of the plans reviewed are either too complex or are made up in such a way that executive control is missing. While complexity is an encumbrance on any good safety program, lack of executive control accounts for more high accident frequencies than any other one thing.

In discussing accident prevention with many Connecticut industrialists, it has been found that each plant has approached its own peculiar problem with fundamentally the same idea.

Basically, knowing your problem, finding where it exists and fixing it, has been the successful theme of good accident prevention planning. It has been this kind of thinking that has served Connecticut so well during the past few years.

Trained personnel under executive direction readily reduces the accident frequency when activated by the same

mechanism that increases production. Many of the men today who are carrying out the safety plans of their company have been trained through the tuition-free Industrial Safety Engineering Courses offered by Yale and the University of Connecticut under the Engineering, Science, Management War Training program. Any plant which hasn't made use of this medium to train their men can secure information by

It may seem remote to a manufacturer's safety program that consideration of off-the-job accidents should be included, but the fact remains that total lost man days pile up tremendously during the period of a year.

If a specific problem of safety or health requires attention, the facilities available in Connecticut are more than capable of helping you.

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## "IN THE EYES OF GOVERNMENT..."



"Advertising is a vital cog in our free enterprise system . . . a potent medium for distributing information.

"Its essentiality to a mechanized economy is a long-established fact. Its essentiality to Government in informing the public of the part it must play to hasten the day of Victory is being proved daily.

"Yet there are those who short-sightedly view it as an economic waste in wartime.

"The Government as a whole strongly disagrees with this attitude. In writings and in public utterances President Roosevelt and other officials have gone on record as favoring advertising. They heartily endorse its wartime role."

*from* THE BOOKLET, "ADVERTISING AND ITS ROLE IN WAR AND PEACE" PUBLISHED BY THE UNITED STATES DEPARTMENT OF COMMERCE, 1943.

*Wilson & Haight, inc., advertising*  
CAPITOL BUILDING • HARTFORD 3, CONNECTICUT



# IT'S MADE IN CONNECTICUT

**EDITOR'S NOTE:** This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

<b>Accounting Forms</b>		<b>Bathroom Accessories</b>		<b>Bricks—Fire</b>	
The Baker Goodyear Co	New Haven	The Autyre Company	Oakville	Howard Company	New Haven
<b>Accounting Machines</b>		The Charles Parker Co	Meriden	<b>Broaching</b>	
Underwood Elliott Fisher Co	Hartford	<b>Bath Tubs</b>		The Hartford Special Machinery Co	Hartford
<b>Adding Machines</b>		Dextone Company	New Haven	<b>Brooms—Brushes</b>	
Underwood Elliott Fisher Co	Hartford	<b>Bearings</b>		The Fuller Brush Co	Hartford
<b>Advertising Printing</b>		New Departure Div of General Motors (ball)	Bristol	<b>Buckles</b>	
The Case Lockwood & Brainard Co	Hartford	The Fafnir Bearing Co (ball)	New Britain	The Hatheway Mfg Co (Dee Rings)	Bridgeport
<b>Advertising Specialties</b>		Norma-Hoffmann Bearings Corp (ball and roller)	Stamford	The Hawie Mfg Co	Waterbury
The H C Cook Co 32 Beaver St	Ansonia	<b>Bells</b>		The G E Prentice Mfg Co	New Britain
Scovill Manufacturing Co (Made to Order)	Waterbury	Bevin Brothers Mfg Co	East Hampton	John M Russell Mfg Co Inc	Naugatuck
The Waterbury Button Co	Waterbury	The Gong Bell Mfg Co	East Hampton	B Schwanda & Sons	Staffordville
<b>Aero Webbing Products</b>		Sargent and Co	New Haven	The Patent Button Co	Waterbury
Russell Mfg Co	Middletown	The N N Hill Brass Co	East Hampton	The Waterbury Button Co	Waterbury
<b>Air Compressors</b>		<b>Belting</b>		<b>Buffing &amp; Polishing Compositions</b>	
The Spencer Turbine Co	Hartford	Hartford Belting Co	Hartford	Apothecaries Hall Co	Waterbury
<b>Aircraft Accessories</b>		The Russell Mfg Co	Middletown	Lea Mfg Co	Waterbury
Warren McArthur Corp (Airplane Seating)	Bantam	The Thames Belting Co	Norwich	<b>Buffing Wheels</b>	
<b>Aircraft—Repair &amp; Overhaul</b>		<b>Benches</b>		The Williamsville Buff Mfg Co	Danielson
United Airports Div United Aircraft Corp	Hartford	The Charles Parker Co (piano)	Meriden	<b>Buttons</b>	
Rentschler Field East Hartford	Hartford	American Tube Bending Co Inc	New Haven	B Schwanda & Sons	Staffordville
<b>Aircraft Tubes</b>		<b>Bicycle Coast Brakes</b>		The Patent Button Co	Waterbury
American Tube Bending Co Inc	New Haven	New Departure Div General Motors Corp	Bristol	Colt's Patent Fire Arms Mfg Co	Hartford
<b>Airplanes</b>		<b>Bicycle Sundries</b>		Scovill Manufacturing Co (uniform and tack fastened)	Waterbury
Chance-Vought Aircraft, Div United Aircraft Corp	Stratford	New Departure Div General Motors Corp	Bristol	The Waterbury Button Co	Waterbury
<b>Aluminum Castings</b>		<b>Binders Board</b>		<b>Cabinets</b>	
Newton-New Haven Co 688 Third Avenue	West Haven	Colonial Board Company	Manchester	The Charles Parker Co (medicine)	Meriden
<b>Aluminum Forgings</b>		<b>Biological Products</b>		<b>Cable</b>	
Scovill Manufacturing Co (small)	Waterbury	Ernst Bischoff Company Inc	Ivoryton	The Wiremold Co (electric, non-metallic sheathed)	Hartford
<b>Aluminum Goods</b>		<b>Blades</b>		<b>Cams</b>	
Scovill Manufacturing Co (To Order)	Waterbury	Capewell Manufacturing Company, Metal Saw Division, (hack saw and hand saw)	Hartford	The Hartford Special Machinery Co	Hartford
The Waterbury Button Co	Waterbury	<b>Blocks</b>		<b>Canvas Products</b>	
<b>Aluminum—Sheets &amp; Coils</b>		Howard Company (cupola fire clay)	New Haven	F B Skiff Inc	Hartford
United Smelting & Aluminum Co Inc	New Haven	<b>Blower Fans</b>		<b>Carpets and Rugs</b>	
<b>Ammunition</b>		The Spencer Turbine Company	Hartford	Bigelow-Sanford Carpet Co	Thompsonville
Remington Arms Co Inc	Bridgeport	Colonial Blower Company	Hartford	<b>Carpet Lining</b>	
<b>Artificial Leather</b>		<b>Blower Systems</b>		Palmer Brothers Co	New London
The Permatex Fabrics Corp	Jewett City	<b>Boilers</b>		<b>Casters—Industrial</b>	
Zapon Div, Atlas Powder Co	Stamford	The Bigelow Co	New Haven	George P Clark Co	Windsor Locks
<b>Asbestos</b>		Petroleum Heat & Power Co (domestic only)	Stamford	<b>Castings</b>	
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	<b>Bolts and Nuts</b>		The Charles Parker Co (gray iron)	Meriden
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)	Bridgeport	Clark Brothers Bolt Co	Milldale	The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden
<b>Assemblies, Small</b>		The O K Tool Co Inc (T-Slot)	33 Hull St Shelton	The Gillette-Vibber Co (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London
The Greist Manufacturing Co	New Haven	The Blake & Johnson Co (nuts, machine screw-bolts, stove)	Waterville	The Sessions Foundry Co (gray iron)	Bristol
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	<b>Box Board</b>		John M Russell Mfg Inc (brass, bronze and aluminum)	Naugatuck
<b>Auto Cable Housing</b>		The Lydall & Foulds Paper Co	Manchester	Malleable Iron Fittings Co (malleable iron and steel)	Branford
The Wiremold Company	Hartford	National Folding Box Co	New Haven	McLagon Foundry Co (gray iron)	New Haven
<b>Automatic Control Instruments</b>		New Haven Pulp & Board Co	New Haven	Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury	Robertson Paper Box Co	Montville	Philbrick-Booth & Spencer Inc (gray iron)	Hartford
<b>Automobile Accessories</b>		<b>Boxes—Paper—Folding</b>		Scovill Manufacturing Co (brass and bronze)	Waterbury
The Rostand Mfg Co (windshields, seats, and body hardware)	Millford	Atlantic Carton Corp	Norwich	Union Mfg Co (gray iron)	New Britain
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivets brass, clutch facings, packing)	Bridgeport	S Curtis & Son Inc	Sandy Hook	Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
<b>Automotive Friction Fabrics</b>		M S Dowd Carton Co	Hartford	<b>Castings—Permanent Mould</b>	
The Russell Mfg Co	Middletown	National Folding Box Co (paper folding)	New Haven	The Bradley & Hubbard Mfg Co (zinc and aluminum)	Meriden
<b>Automotive &amp; Service Station Equipment</b>		The Warner Brothers Company	Bridgeport	<b>Centrifugal Blower Wheels</b>	
Scovill Manufacturing Co (Canned Oil Dispensers)	Waterbury	The New Haven Pulp & Board Co	New Haven	The Torrington Manufacturing Co	Torrington
The Raybestos Div of Raybestos-Manhattan Inc (brake service machinery)	Bridgeport	Robertson Paper Box Co	Montville	<b>Chain</b>	
<b>Bakelite Moldings</b>		<b>Brake Linings</b>		John M Russell Mfg Co Inc	Naugatuck
The Waterbury Button Co	Waterbury	Colt's Patent Fire Arms Mfg Co	Hartford	<b>Chain—Welded and Weldless</b>	
<b>Balls</b>		The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport	Bridgeport Chain & Mfg Co	Bridgeport
The Abbott Ball Co (steel bearing and burnishing)	Hartford	The Russell Mfg Co	Middletown	<b>Chains—Bead</b>	
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless, aluminum)	Hartford	<b>Brass and Bronze</b>		The Bead Chain Mfg Co	Bridgeport
<b>Barrels</b>		The American Brass Co (sheet, wire rods, tubes)	Waterbury	<b>Chemicals</b>	
The Abbott Ball Co (burnishing and tumbling)	Hartford	The Bristol Brass Corp (sheet, wire, rods)	Bristol	Apothecaries Hall Co	Waterbury
The Hartford Steel Ball Co (tumbling)	Hartford	The Miller Company (phosphor bronze and brass in sheets, strips, rolls)	Meriden	MacDermid Incorporated	Waterbury
<b>Bath—Building</b>		The Thinsheet Metals Co (sheets and rolls)	Waterbury	American Cyanamid & Chemical Corp	Waterbury
The Donnelly Brick Co	New Britain	<b>Brass Goods</b>		<b>Chromium Plating</b>	
<b>Bathroom Accessories</b>		Sargent and Company	New Haven	Chromium Corp of America	Waterbury
<b>Bathroom Accessories</b>		Scovill Manufacturing Co (To Order)	Waterbury	The Chromium Process Company	Derby
<b>Bathroom Accessories</b>		<b>Brass Mill Products</b>		<b>Chucks &amp; Face Plate Jaws</b>	
<b>Bathroom Accessories</b>		Bridgeport Brass Co	Bridgeport	Union Mfg Co	New Britain
<b>Bathroom Accessories</b>		Scovill Manufacturing Co	Waterbury	<b>Clamps—Wood Workers</b>	
<b>Bathroom Accessories</b>		<b>Brass Stencils—Interchangeable</b>		Sargent and Company	New Haven
<b>Bathroom Accessories</b>		The Fletcher Terry Co	Box 415, Forestville	<b>Clay</b>	
<b>Bathroom Accessories</b>		<b>Brick—Building</b>		Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven
<b>Bathroom Accessories</b>		<b>Brick—Building</b>		<b>Clay</b>	
<b>Bathroom Accessories</b>		<b>Brick—Building</b>		<b>Clay</b>	

# IT'S MADE IN CONNECTICUT

<b>Cleansing Compounds</b> MacDermid Incorporated Waterbury	<b>Electric Appliances</b> The Silcox Co 80 Pliny St Hartford	<b>Forgings</b> Clark Brothers Bolt Co Middletown
<b>Clutch Facings</b> The Russell Mfg Co Middletown	<b>Electric Cables</b> Rockbestos Products Corp (asbestos insulated) New Haven	Heppenstall Co (all kinds and shapes) Bridgeport
<b>Clutch-Friction</b> The Carlyle Johnson Mach Co (Johnson Expanding Ring; Multiple Disc Maxitorq) Manchester	<b>Electrical Conduit Fittings &amp; Grounding Specialties</b> The Gillette-Vibber Company New London	Scovill Manufacturing Co (non-ferrous) Waterbury
<b>Comfortables</b> Palmer Brothers Co New London	<b>Electric Cords</b> Rockbestos Products Corp (asbestos insulated) New Haven	<b>Foundries</b> Union Mfg. Co (gray iron) New Britain
<b>Cones</b> Sonoco Products Co (Climax-Lowell Div) Mystic	<b>Electric Eye Control</b> United Cinephone Corporation Torrington	Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown
<b>Consulting Engineers</b> The Stanley P Rockwell Co Inc (Consulting) 296 Homestead Ave Hartford	<b>Electric-Commutators &amp; Segments</b> The Cameron Elec Mfg Co (rewinding motors) Ansonia	The Sessions Foundry Co (iron) Bristol
<b>Contract Machining</b> Malleable Iron Fittings Company Branford	<b>Electric Fixture Wire</b> Rockbestos Products Corp (asbestos insulated) New Haven	<b>Foundry Riddles</b> The John P Smith Co 423-33 Chapel St New Haven
<b>Contract Manufacturers</b> The Greist Mfg Co (metal parts and assemblies) 503 Blake St Copper New Haven	<b>Electric Heating Element &amp; Units</b> Rockbestos Products Corp (asbestos insulated) New Haven	Rolock Inc (brass, galvanized, steel) Southport
<b>Copper</b> The American Brass Co (sheet, wire, rods, tubes) Waterbury	<b>Electric Panel Boards</b> The Plainville Electrical Products Co Plainville	<b>Furnace Linings</b> The Mullite Refractories Co Shelton
<b>Copper Sheets</b> The Bristol Brass Corp (sheet) Bristol	<b>Electric Wire</b> Rockbestos Products Corp (asbestos insulated) New Haven	<b>Furniture Pads</b> The Gilman Brothers Company Gilman
<b>Copper Shingles</b> The New Haven Copper Co Seymour	<b>Electrical Control Apparatus</b> The Trumbull Electric Mfg Co Plainville	<b>Fuses</b> Colt's Patent Fire Arms Mfg Co Hartford
<b>Copper Water Tube</b> Bridgeport Brass Co Bridgeport	<b>Colt's Patent Fire Arms Mfg Co</b> Colt's Patent Fire Arms Mfg Co Hartford	<b>Galvanizing &amp; Electric Plating</b> The Gillette-Vibber Co New London
<b>Cork Cots</b> Sonoco Products Co (Climax-Lowell Div) Mystic	<b>Electrical Recorders</b> The Bristol Co Waterbury	<b>Galvanizing</b> Malleable Iron Fittings Co Branford
<b>Corrugated Box Manufacturers</b> The Danbury Square Box Co Danbury	<b>Electrical Goods</b> A C Gilbert Co New Haven	Wilcox Crittenden & Co Inc Middletown
<b>Corrugated Shipping Cases</b> D L & D Container Corp 87 Shelton Ave New Haven	<b>Electrical Switches</b> Colt's Patent Fire Arms Mfg Co Hartford	<b>Gaskets</b> The Raybestos Div of Raybestos-Manhattan Inc Bridgeport
<b>Cosmetics</b> Connecticut Corrugated Box Div Robert Gair Co Inc Portland	<b>Electronics</b> The Gray Manufacturing Company Hartford	<b>Gauges</b> The Bristol Co (pressure and vacuum—recording automatic control) Waterbury
<b>Cotton Batting &amp; Jute Batting</b> Palmer Brothers New London	<b>Electrotypes</b> W T Barnum & Co Inc (all classes) New Haven	<b>Gears—Reverse &amp; Reduction for Motor Boats</b> The Snow-Nabstedt Gear Corp. New Haven
<b>Cotton Yarn</b> The Floyd Cranska Co Moosup	<b>Elevators</b> The Eastern Machinery Co (passenger and freight) New Haven	<b>Gears and Gear Cutting</b> The Hartford Special Machinery Co Hartford
<b>Counting Devices</b> Veeder-Root Inc Hartford	<b>Embalming Chemicals</b> The Embalmers' Supply Co Westport	The Gray Mfg Co (Zerol Bevel) Hartford
<b>Cut Stone</b> The Dextone Co New Haven	<b>Engines</b> Wolverine Motor Works Inc (diesel stationary marine) Bridgeport	<b>General Plating</b> The Chromium Process Co (copper, nickel, chromium and cadmium plating) Derby
<b>Cutters</b> The Standard Machinery Co (rotary board, single and duplex) Mystic	<b>Envelopes</b> Plimpton Mfg Co Div U S Envelope Co Hartford	<b>Glass Coffee Makers</b> The Silcox Co 80 Pliny St Hartford
<b>Delayed Action Mechanisms</b> M H Rhodes Inc Hartford	<b>Extractors—Tap</b> The Walton Co 94 Allyn St Hartford	<b>Glass Cutters</b> The Fletcher Terry Co Box 415, Forestville
<b>Dictating Machines</b> Dictaphone Corporation Bridgeport	<b>Eyelets</b> The Platt Bros & Co P O Box 1030 Waterbury	<b>Golf Equipment</b> The Horton Mfg Co (clubs, shafts, balls, bags) Bristol
<b>Die Castings</b> Newton-New Haven Co Inc 688 Third Ave West Haven	<b>Fasteners—Slide &amp; Snap</b> The G E Prentice Mfg Co New Britain	<b>Graphite Crucibles &amp; Products</b> American Crucible Co Shelton
<b>Die Castings (Aluminum &amp; Zinc)</b> Corbin Cabinet Lock Div American Hardware Corp New Britain	<b>FELT—All Purposes</b> American Felt Co (Mills & Cutting Plant) Glenville	<b>Greeting Cards</b> A D Steinbach & Sons Inc New Haven
<b>Dies</b> The Hoggson & Pettis Mfg Co 141 Brewery St New Haven	<b>Ferrules</b> The Waterbury Button Co Waterbury	<b>Grinding</b> The Centerless Grinding Co Inc (Precision custom grinding; centerless, cylindrical, surface, internal, and special) Bridgeport
<b>Die-Heads—Self-Opening</b> The Eastern Machine Screw Corp Truman & Barclay Sts New Haven	<b>Fibre Board</b> The C H Norton Co North Westchester	<b>General Plating</b> The Chromium Process Co (copper, nickel, chromium and cadmium plating) Derby
<b>Dish Washing Machines</b> Colt's Patent Fire Arms Mfg Co Hartford	<b>Finger Nail Clippers</b> The H C Cook Co 32 Beaver St Ansonia	<b>Gears</b> The Hartford Special Machinery Co (gears, threads, cams and splines) Hartford
<b>Dowel Pins</b> The Allen Manufacturing Co Hartford	<b>Firearms</b> Colt's Patent Fire Arms Mfg Co Hartford	<b>Hardware</b> Sargent and Co New Haven
<b>Draperies</b> Palmer Brothers Co New London	<b>Fire Hose</b> Fabrics Fire Hose Co (municipal and industrial) Sandy Hook	Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown
<b>Drop Forgings</b> Wilcox Crittenden & Co Inc Middletown	<b>Fireplace Goods</b> The John P Smith Co (screens) 423-33 Chapel St New Haven	<b>Hardware—Trailer Cabinet</b> The Excelsior Hardware Co Stamford
<b>Druggists' Rubber Sundries</b> The Seamless Rubber Company New Haven	<b>Fireproof Floor Joists</b> The Rostand Mfg Co Milford	<b>Hardware, Trunk &amp; Luggage</b> Corbin Cabinet Lock Div American Hardware Corp New Britain
<b>Edged Tools</b> The Collins Co (axes and other edged tools) Collinsville	<b>Fishing Tackle</b> The Horton Mfg Co (reels, rods, lines) Bristol	<b>Hat Machinery</b> J H Sessions & Son Danbury
<b>Elastic Webbing</b> The Russell Mfg Co Middletown	<b>Flashlight Cases</b> Scovill Manufacturing Co (metal) Waterbury	<b>Headers</b> The E J Manville Machine Co Waterbury
	<b>Fluorescent Lighting Equipment</b> The Wiremold Company Hartford	<b>Heat Treating</b> The A F Holden Co 200 Winchester St New Haven

# IT'S MADE IN CONNECTICUT

<b>Hose Supporter Trimmings</b> The Hawie Mfg Co (So-Lo Grip Tabs) Bridgeport	<b>Matrices</b> W T Barnum & Co Inc New Haven	<b>The Bristol Brass Corp (sheet)</b> Bristol
<b>Hot Water Heaters</b> Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford	<b>Mattresses</b> Palmer Brothers Co New London	<b>The Miller Company (sheets, strips, rolls)</b> Meriden
<b>Industrial Finishes</b> Zapon Div Atlas Powder Co Stamford	<b>Mechanical Assemblies—Small</b> M H Rhodes Inc Hartford	<b>Pipe</b> The American Brass Co (brass and copper) Waterbury
<b>Industrial and Masking Tapes</b> The Seamless Rubber Company New Haven	<b>Metal Cleaners</b> Apothecaries Hall Co Waterbury	<b>Howard Co (cement well and chimney)</b> New Haven
<b>Insecticides</b> American Cyanamid & Chemical Corp Waterbury	<b>Metal Cleaning Machines</b> Colt's Patent Fire Arms Mfg Co Hartford	<b>Crane Company (fabricated)</b> Bridgeport
<b>Insulated Wire Cords &amp; Cable</b> The Kerite Insulated Wire & Cable Co Inc Seymour	<b>Metal Goods</b> Bridgeport Brass Co (to order) Bridgeport	<b>Bridgeport Brass Co (brass &amp; copper)</b> Bridgeport
<b>The Whitney Blake Co (Graybar Electric Exclusive Distributors)</b> Hamden	<b>Metal Novelties</b> The H C Cook Co 32 Beaver St Ansonia	<b>Scovill Manufacturing Co (copper, and yellow brass)</b> Bridgeport
<b>Insulation</b> The Gilman Brothers Co Gilman	<b>Metal Products—Stampings</b> The Waterbury Button Co Waterbury	<b>Pipe Fittings</b> Malleable Iron Fittings Co Branford
<b>Insulating Refractories</b> The Mullite Refractories Co Shelton	<b>Metal Specialties</b> The Excelsior Hardware Co Stamford	<b>Plastics—Extruded</b> Extruded Plastics Inc Norwalk
<b>Japanning</b> J H Sessions & Son Bristol	<b>Metal Stampings</b> The Autoyre Co (small) Oakville	<b>Platers</b> The Patent Button Co Waterbury
<b>Jointing</b> The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet) Bridgeport	<b>The Patent Button Co</b> Waterbury	<b>The Plainville Electro Plating Co</b> Plainville
<b>Key Blanks</b> Corbin Cabinet Lock Div American Hardware Corp New Britain	<b>The Excelsior Hardware Co</b> Stamford	<b>Platers—Chrome</b> The Plainville Electro Plating Co Plainville
<b>Sargent and Company</b> New Haven	<b>J H Sessions &amp; Son</b> Bristol	<b>The Hartford Chrome Corporation</b> Hartford
<b>The Graham Mfg Co</b> Derby	<b>The H C Cook Co</b> 32 Beaver St Ansonia	<b>Platers' Equipment</b> MacDermid Incorporated Waterbury
<b>Labels</b> J & J Cash Inc (Woven) South Norwalk	<b>The Great Mfg Co</b> 503 Blake St New Haven	<b>Plumbers' Brass Goods</b> Bridgeport Brass Co Bridgeport
<b>Lacquers &amp; Synthetic Enamels</b> Zapon Div Atlas Powder Co Stamford	<b>The Waterbury Button Co</b> Waterbury	<b>Scovill Manufacturing Co</b> Waterbury
<b>Ladders</b> A W Flint Co 196 Chapel St New Haven	<b>Bridgeport Chain &amp; Mfg Co</b> Bridgeport	<b>Plumbing Specialties</b> John M Russell Mfg Co Inc Naugatuck
<b>Lamps</b> The Rostand Mfg Company (brass, colonial style & brass candlesticks) Milford	<b>Microfilming</b> Microstat Corp of New England Inc Norwalk	<b>Pole Line</b> Malleable Iron Fittings Co Branford
<b>Leather</b> Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury	<b>Milk Bottle Carriers</b> The John P Smith Co 323-33 Chapel St New Haven	<b>Polishing Wheels</b> The Williamsville Buff Mfg Co Danielson
<b>Leather Goods Trimmings</b> The G E Prentice Mfg Co New Britain	<b>Millboard</b> The Raybestos Div of Raybestos-Manhattan Inc (asbestos) Bridgeport	<b>Presses</b> The Standard Machinery Co (plastic molding, embossing, and die cutting) Mystic
<b>Letterheads</b> Lehman Brothers Inc (designers, engravers, lithographers) New Haven	<b>Mill Supplies</b> Wilcox Crittenden & Co Inc Middletown	<b>Propellers—Aircraft</b> Hamilton Standard Propellers Div United Aircraft Corp East Hartford
<b>Lighting Equipment</b> The Miller Co (Miller, Duplexalite, Iyanhoe) Meriden	<b>Moulded Plastic Products</b> The Patent Button Co Waterbury	<b>Propeller Fan Blades</b> The Torrington Manufacturing Co Torrington
<b>The Waterbury Button Co</b> Waterbury	<b>Colt's Patent Fire Arms Mfg Co</b> Hartford	<b>Punches</b> The Hoggson & Pettis Mfg Co (ticket & cloth) 141 Brewery St New Haven
<b>Sargent and Company</b> New Haven	<b>The Watertown Mfg Co</b> 117 Echo Lake Road Watertown	<b>Putty Softeners—Electrical</b> The Fletcher Terry Co Box 415 Forestville
<b>Locks—Cabinet</b> Corbin Cabinet Lock Div American Hardware Corp New Britain	<b>Moulds</b> The Hoggson & Pettis Mfg Co (steel) 141 Brewery St New Haven	<b>Pyrometers</b> The Bristol Co (recording and controlling) Waterbury
<b>Locks—Suitcase and Trimmings</b> Corbin Cabinet Lock Div American Hardware Corp New Britain	<b>Nickel Anodes</b> Apothecaries Hall Co Waterbury	<b>Radiation-Finned Copper</b> The G & O Manufacturing Company New Haven
<b>The Excelsior Hardware Co</b> Stamford	<b>The Seymour Mfg Co</b> Seymour	<b>Railroad Equipment</b> The Rostand Mfg Co (baggage racks and mirrors for passenger cars) Milford
<b>Locks—Trunk</b> Corbin Cabinet Lock Div American Hardware Corp New Britain	<b>Nuts Bolts and Washers</b> Clark Brothers Bolt Co Milldale	<b>Rayon Yarns</b> The Hartford Rayon Corp Rocky Hill
<b>The Excelsior Hardware Co</b> Stamford	<b>Office Equipment</b> Underwood Elliott Fisher Co Hartford	<b>Reamers</b> The O K Tool Co Inc (inserted tooth) 33 Hull St Shelton
<b>Locks—Zipper</b> The Excelsior Hardware Co Stamford	<b>Oil Burners</b> The Silent Glow Oil Burner Corp Hartford	<b>Recorders</b> The Bristol Co (automatic controllers, temperature, pressure, flow, humidity) Waterbury
<b>Loom—Non-Metallic</b> The Wiremold Company Hartford	<b>Packing</b> The Raybestos Div of Raybestos-Manhattan Inc (rubber sheet and automotive) Bridgeport	<b>Refractories</b> Howard Company New Haven
<b>The Wiremold Company</b> Hartford	<b>Padlocks</b> Corbin Cabinet Lock Div American Hardware Corp New Britain	<b>Regulators</b> Norwalk Valve Company (for gas and air) South Norwalk
<b>Machine Work</b> The Hartford Special Machinery Co (contract work only) Hartford	<b>Paints and Enamels</b> The Tredennick Paint Mfg Co Meriden	<b>Resistance Wire</b> The C O Jelliff Mfg Co (Nickel chromium, kanthal) Southport
<b>The Torrington Manufacturing Co (special rolling mill machinery)</b> Torrington	<b>Paperboard</b> Connecticut Corrugated Box Div Robert Gair Co Inc Portland	<b>Retainers</b> The Hartford Steel Ball Co (bicycle & automotive) Hartford
<b>Machinery</b> The Hallden Machine Company (mill) Thomaston	<b>Paper Boxes</b> National Folding Box Co (folding) New Haven	<b>Reverse Gear—Marine</b> The Carlyle Johnson Mach Co Manchester
<b>Machinery Dealers &amp; Rebuilders</b> Botwinik Brothers New Haven	<b>The New Haven Pulp &amp; Board Co</b> New Haven	<b>Riveting Machines</b> The Grant Mfg & Machine Co Bridgeport
<b>Machines</b> Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport	<b>The Torrington Manufacturing Co (mill)</b> Torrington	<b>The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment)</b> Bridgeport
<b>Machines—Automatic</b> The A H Nilson Mach Co (Special) Bridgeport	<b>The Standard Machinery Co (bookbinders)</b> Mystic	<b>Rivets</b> The Connecticut Manufacturing Company Waterbury
<b>Machines—Forming</b> The A H Nilson Mach Co (four-slide wire and ribbon stock) Bridgeport	<b>Machinery Dealers Inc</b> New Haven	<b>Clark Brothers Bolt Co</b> Milldale
<b>Mail Boxes, Apartment &amp; Residential</b> Corbin Cabinet Lock Div American Hardware Corp New Britain	<b>J L Lucas and Son</b> Fairfield	<b>The Blake &amp; Johnson Co (brass, copper and non-ferrous)</b> Waterville
<b>Marine Equipment</b> The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) Milford	<b>Machines</b> The Patent Button Company Waterbury	<b>J H Sessions &amp; Son</b> Bristol
<b>Wilcox Crittenden &amp; Co Inc</b> Middletown	<b>Machines—Automatic</b> The A H Nilson Mach Co (four-slide wire and ribbon stock) Bridgeport	<b>The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper)</b> Bridgeport
<b>Marking Devices</b> The Hoggson & Pettis Mfg Co New Haven	<b>Mail Boxes, Apartment &amp; Residential</b> Corbin Cabinet Lock Div American Hardware Corp New Britain	<b>The Raybestos Div of Raybestos-Manhattan Inc (iron)</b> Bridgeport
	<b>Marine Equipment</b> The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) Milford	<b>Rods</b> The Bristol Brass Corp (brass and bronze) Bristol
	<b>Wilcox Crittenden &amp; Co Inc</b> Middletown	<b>Roof Coatings &amp; Cements</b> Tilo Roofing Co Inc Stratford
	<b>Marking Devices</b> The Hoggson & Pettis Mfg Co New Haven	<b>Roofing—Built Up</b> Tilo Roofing Co Inc Stratford (Adv.)



# IT'S MADE IN CONNECTICUT

<b>Rubber Chemicals</b> The Stamford Rubber Supply Co ("Factice" Vulcanized Vegetable Oils) Stamford	<b>Spring Washers</b> The Wallace Barnes Co Div Associated Spring Corp Bristol	<b>Timing Devices and Time Switches</b> M H Rhodes Inc Hartford
<b>Rubberized Fabrics</b> The Duro-Gloss Rubber Co New Haven	<b>Springs—Coil &amp; Flat</b> The Humason Mfg Co Forestville The Wallace Barnes Co Div Associated Spring Corp Bristol	<b>Tinning</b> Wilcox Crittenden & Co Inc Middletown The Thinsheet Metals Co (non-ferrous metals in rolls) Waterbury
<b>Rubber Footwear</b> The Goodyear Rubber Co Middletown United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear) Naugatuck	<b>Springs—Flat</b> The Wallace Barnes Co Div Associated Spring Corp Bristol	<b>Tools</b> The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven The O K Tool Co Inc (inserted tooth metal cutting) 33 Hull St Shelton
<b>Rubber Gloves</b> The Seamless Rubber Company New Haven	<b>Springs—Furniture</b> American Chain & Cable Co Inc Bridgeport Owen Silent Spring Co Inc Bridgeport	<b>Tools, Dies &amp; Fixtures</b> The Greist Mfg Co New Haven
<b>Rubbish Burners</b> The John P Smith Co 423-33 Chapel St New Haven	<b>Stair Pads</b> Palmer Brothers Company New London	<b>Toys</b> A C Gilbert Company New Haven The Gong Bell Co East Hampton The N N Hill Brass Co East Hampton
<b>Safety Fuses</b> The Ensign-Bickford Co (mining & detonating) Saw Blades Simsbury	<b>Springs, Wire &amp; Flat</b> The Autoyre Company Plainville	<b>Trucks—Industrial</b> George P Clark Co Windsor Locks
<b>The Capewell Mfg Co (Hack Saw, Band Saw) Hartford</b>	<b>Stamps</b> The Hoggson & Pettis Mfg Co (steel) 141 Brewery St New Haven	<b>Trucks—Lift</b> The Excelsior Hardware Co Stamford George P Clark Co Windsor Locks
<b>Saws, Band, Metal Cutting</b> Atlantic Saw Mfg Co New Haven	<b>Stampings—Small</b> The Greist Manufacturing Co New Haven The Wallace Barnes Co Div Associated Spring Corp Bristol	<b>Trucks—Skid Platforms</b> The Excelsior Hardware Co (lift) Stamford
<b>Scales—Industrial Dial</b> The Kron Company Bridgeport	<b>Staples</b> Sargent and Company New Haven	<b>Tube Bending</b> American Tube Bending Co Inc New Haven
<b>Scissors</b> The Acme Shear Company Bridgeport	<b>Steel Castings</b> The Hartford Electric Steel Co (carbon and alloy steel) 540 Flatbush Ave Hartford Malleable Iron Fittings Co Branford Nutmeg Crucible Steel Co Branford	<b>Tube Clips</b> The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia
<b>Screw Machine Products</b> The Apex Tool Co Inc Bridgeport The Connecticut Manufacturing Company Waterbury	<b>Steel—Cold Rolled Spring</b> The Wallace Barnes Co Div Associated Spring Corp Bristol	<b>Tubing</b> The American Brass Co (brass and copper) Waterbury
<b>Corbin Screw Div, American Hardware Corp New Britain</b>	<b>Steel—Cold Rolled Stainless</b> Wallingford Steel Company Wallingford	<b>Scovill Manufacturing Co (copper alloys) Waterbury</b>
<b>The Blake &amp; Johnson Co</b>	<b>Steel—Cold Rolled Strip and Sheets</b> Wallingford Steel Company Wallingford	<b>Tubing—Condenser</b> Scovill Manufacturing Co Waterbury
<b>The Centerless Grinding Co Inc (Heat treated and ground type only) 19 Staples Street</b>	<b>Steel Goods</b> Scovill Manufacturing Co (To Order) Waterbury	<b>Tubing (Extruded Plastic)</b> Extruded Plastics Inc Norwalk
<b>The Eastern Machine Screw Corp</b>	<b>Steel—Magnetic</b> Cinaudagraph Corporation Stamford	<b>Typewriters</b> Underwood Elliott Fisher Co Hartford
<b>Truman &amp; Barclay St</b>	<b>Stereotypes</b> W T Barnum & Co Inc New Haven	<b>Typewriter Ribbons</b> Underwood Elliott Fisher Co Hartford
<b>The Humason Mfg Co</b>	<b>Stop Clocks, Electric</b> The H C Thompson Clock Co Bristol	<b>Underclearer Rolls</b> Sonoco Products Co (Climax-Lowell Div) Mystic
<b>The Greist Mfg Co (Up to 1 1/4" capacity) Waterbury</b>	<b>Studio Couches</b> Waterbury Mattress Co Waterbury	<b>Vacuum Bottles and Containers</b> American Thermos Bottle Co Norwich
<b>Screws</b> The Blake & Johnson Co (machine) Waterville Corbin Screw Div, American Hardware Corp New Britain	<b>Super Refractories</b> The Mullite Refractories Co Shelton	<b>Vacuum Cleaners</b> The Spencer Turbine Co Hartford
<b>Sargent and Company</b>	<b>Surface Metal Raceways &amp; Fittings</b> The Wiremold Company Hartford	<b>Valves</b> Norwalk Valve Company (sensitive check valves) South Norwalk
<b>Clark Brothers Bolt Co</b>	<b>Surgical Dressings</b> The Seamless Rubber Company New Haven	<b>Valves—Automatic Air</b> Beaton & Cadwell Mfg Co New Britain
<b>The Charles Parker Co (wood)</b>	<b>Surgical Rubber Goods</b> The Seamless Rubber Company New Haven	<b>Valves—Flush</b> Beaton & Cadwell Mfg Co New Britain
<b>Scovill Manufacturing Co (cap and machine) Waterbury</b>	<b>Switchboards</b> Plainville Electrical Products Co Plainville	<b>Valves—Relief &amp; Control</b> Beaton & Cadwell Mfg Co New Britain
<b>The Connecticut Mfg Co (machine) Waterbury</b>	<b>Switchboards Wire and Cables</b> Rockbestos Products Corp (asbestos insulated) New Haven	<b>Ventilating Systems</b> Colonial Blower Company Hartford
<b>Scythes</b> Winsted Manufacturing Co Winsted	<b>Switches</b> Colt's Patent Fire Arms Mfg Co Hartford	<b>Vises</b> The Charles Parker Co Meriden
<b>Sewing Machines</b> The Greist Mfg Co (Sewing machine attach- ments) 503 Blake St New Haven	<b>Tanks</b> The Bigelow Company (steel) New Haven	<b>Washers</b> The Blake & Johnson Co (brass, copper & non-ferrous) Waterville
<b>The Merrow Machine Co (Industrial) Hartford</b>	<b>Tape</b> The Russell Mfg Co Middletown	<b>American Felt Co (felt)</b> Glenville
<b>Shaving Soaps</b> The J B Williams Co Glastonbury	<b>Tap Extractors</b> The Walton Co 94 Allyn St Hartford	<b>Clark Brothers Bolt Co</b> Middletown
<b>Shears</b> The Acme Shear Co (household) Bridgeport	<b>Taps, Collapsing</b> The Geometric Tool Co New Haven	<b>The Sessions Foundry Co (cast iron)</b> Bristol
<b>Sheet Metal Products</b> The American Brass Co (brass and copper) Waterbury	<b>Tarred Lines</b> Brownell & Co Inc Moodus	<b>J H Sessions &amp; Son</b> Bristol
<b>Sheet Metal Stampings</b> The American Buckle Co West Haven The Patent Button Co Waterbury J H Sessions & Son Bristol	<b>Telemetering Instruments</b> The Bristol Co Waterbury	<b>The Raybestos Div of Raybestos-Manhattan Inc (clutch washers) Bridgeport</b>
<b>Showcase Lighting Equipment</b> The Wiremold Company Hartford	<b>Textile Machinery</b> The Merrow Machine Co 2814 Laurel St Hartford	<b>Watches</b> Benrus Watch Co 30 Cherry St Waterbury
<b>Shower Stalls</b> Dextone Company New Haven	<b>Textile Mill Supplies</b> Ernst Bischoff Company Inc Ivoryton	<b>Waterproof Dressings for Leather</b> The Viscol Company Stamford
<b>Signals</b> The H C Cook Co (for card files) Ansonia	<b>Textile Processors</b> The Aspinook Corp (cotton) Jewett City	<b>Webbing</b> The Russell Mfg Co Middletown
<b>Silks</b> Cheney Brothers South Manchester	<b>Thermometers</b> The Bristol Co (recording and automatic control) Waterbury	<b>Welding Rods</b> The Bristol Brass Corp (brass & bronze) Bristol
<b>Sizing and Finishing Compounds</b> American Cyanamid & Chemical Corp Waterbury	<b>Thin Gauge Metals</b> The Thinsheet Metals Co (plain or tinned in rolls) Waterbury	<b>Wheels—Industrial</b> George P Clark Co Windsor Locks
<b>Smoke Stacks</b> The Bigelow Company (steel) New Haven	<b>Thread</b> Max Pollack & Co Inc Groton The American Thread Co Willimantic The Gardiner Hall Jr Co (cotton sewing) South Willington	<b>Wicks</b> The Russell Mfg Co Middletown The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks) Bridgeport
<b>Soap</b> The J B Williams Co (industrial soaps, toilet soaps, shaving soaps) Glastonbury	<b>Threading Machines</b> The Grant Mfg & Machine Co (double and automatic) Bridgeport	<b>Wire</b> The Bristol Brass Corp (brass & bronze) Bristol The Driscoll Wire Co (steel) Shelton Hudson Wire Co Winsted Div (insulated & enamel magnet) Winsted
<b>Special Parts</b> The Greist Mfg Co (small machined, especially precision stampings) New Haven	<b>Time Recorders</b> Stromberg Time Corp Thomaston	<b>The Platt Bros &amp; Co (zinc wire)</b> Branford
<b>Special Industrial Locking Devices</b> Corbin Cabinet Lock Div American Hardware Corp New Britain	<b>Timers, Interval</b> The H C Thompson Clock Co Bristol	<b>P O Box 1030</b> Waterbury
<b>Spinnings</b> The Gray Manufacturing Company Hartford		<b>Rockbestos Products Corp (asbestos insulated New Haven)</b>
<b>Sponge Rubber</b> The Sponge Rubber Products Co Derby		<b>Scovill Manufacturing Co (brass, bronze and nickel silver) Waterbury</b>
<b>Spreads</b> Palmer Brothers Company New London		<b>Wire Arches and Trellis</b> The John P Smith Co 423-33 Chapel St New Haven
<b>Spring Colling Machines</b> The Torrington Manufacturing Co Torrington		<b>(Advt.)</b>



## IT'S MADE IN CONNECTICUT

<b>Wire Baskets</b> Rolock Inc (for acid, heat, degreasing) Fairfield	<b>Wire Forms</b> The Humason Mfg Co Forestville The Wallace Barnes Co Div Associated Spring Corp Bristol	<b>Wire Partitions</b> The John P Smith Co 423-33 Chapel St New Haven
<b>Wire Cable</b> The Bevin-Wilcox Line Co (braided) East Hampton	<b>Wire Goods</b> The Patent Button Co Waterbury The American Buckle Co (overall trimmings) West Haven Scovill Manufacturing Co (To Order) Waterbury	<b>Wire Rings</b> The American Buckle Co (pan handles and tinnerns' trimmings) West Haven
<b>Wire Cloth</b> The C O Jelliff Mfg Co (All metals, all meshes) Southport The John P Smith Co 423-33 Chapel St New Haven	<b>Wire Mesh</b> Rolock Inc (all meshes and metals) Fairfield	<b>Wire Shapes</b> Bridgeport Chain & Mfg Co Bridgeport
<b>Wire Drawing Dies</b> The Waterbury Wire Die Co Waterbury	<b>Wiremolding</b> The Wiremold Company Hartford	<b>Woodwork</b> C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford
<b>Wire Dipping Baskets</b> The John P Smith Co 423-33 Chapel St New Haven	<b>Wire Nuts—Solderless</b> The Wiremold Company Hartford	<b>Yarns</b> The Ensign-Bickford Co (jute carpet) Simsbury Reynolds & Co (cotton, rayon) Norwich
<b>Wire—Enameled Magnet</b> Sweet Wire Co Winsted	<b>Wire Reels</b> The A H Nilson Mach Co Bridgeport	<b>Zinc</b> The Platt Bros & Co (ribbon, strip and wire) P O Box 1030 Waterbury
<b>Wire Formings</b> The Autoyre Co Oakville		<b>Zinc Castings</b> Newton-New Haven Co Inc 688 Third Ave West Haven

### VETERAN EMPLOYMENT

(Continued from page 7)

can Veterans and Veterans of Foreign Wars so that veterans are informed of the many services provided by these organizations. Mention should also be made of the many services provided to veterans by the American Red Cross.

This outline of the services of the Veterans Employment Service of the U. S. Employment Service and the co-operative arrangements made with other agencies handling veterans problems furnishes the answers to some of the questions mentioned at the beginning of this article.

#### Results USES and VES Service

At the present time, about 7,000 veterans of World War II are being discharged each week throughout the country. Many who returned to Connecticut do not register at the USES as they go directly to their former jobs. From January 1, 1943 to September 30, 1943, however, 4,975 veterans registered for employment in the state and 4,729 placements of veterans were made by the USES and VES with the cooperation of Connecticut employers. The number in the active file as of September 18, 1943 was 502, including the group who are not immediately available for employment. *These figures include both World War I and World War II veterans, with World War II veterans in the majority.* Reports from employers indicate that these veterans have proven to be loyal, dependable and efficient workers, whose presence has strengthened the morale of other production workers. The experience gained in handling the current employment problems of veterans will prove of great benefit in handling the larger problem of general demobilization.

### INDUSTRIAL PLANNING CONFERENCE

(Continued from page 11)

noon speakers, saw little need for establishing new credit institutions to handle foreign trade in the postwar era.

He pointed to the experience of the United Kingdom and the United States in creating such establishments in the period after the First World War and said:

"On both sides of the Atlantic they dissipated their capital, and made no important contribution toward achieving the objectives outlined in their prospectuses.

"What reason is there to believe that present-day plans will have better success?" he asked. And in answer to his own question, he said, "My belief is that there is none."

Mr. Ward stated that his purpose in outlining his views is "to persuade you to believe that the segment of our postwar trade which will require special treatment is neither too large nor too involved for our technicians to handle with existing credit institutions."

The other main speaker in the afternoon was Lt. Col. Keith L. Morgan, industrial services division of the War Department, who said the army of production must train itself in rugged methods, just as does the army at the battle front.

"We here at home, in the thick of producing weapons for our armed forces, must train constantly to meet all the hazards and casualties caused by war," he said. "A change in design, a shift to another weapon, a cutback in quantity, even a termination of a contract, must be met with elasticity, adjustment and ready acceptance.

"American industry is tough," he declared. "It can take it with a minimum of gripe. Here on the production front we must have bounce."

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, OF CONNECTICUT INDUSTRY, published monthly at Hartford, Conn., October 1, 1943.

STATE OF CONNECTICUT  
COUNTY OF HARTFORD ss.

Before me, a Notary Public in and for the State and County aforesaid, personally appeared L. M. Bingham, who, having been duly sworn according to law, deposes and says that he is the Editor of the CONNECTICUT INDUSTRY and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc. of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 411, Postal Laws and Regulations, printed on the reverse of this form to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:  
Editor L. M. BINGHAM  
Publisher MANUFACTURERS' ASSOC. OF CONN.  
Managing Editor C. L. EYANSON  
2. That the owner is the Manufacturers' Association of Connecticut, officers of which are as follows:  
ALFRED C. FULLER, President, 32 Colony Rd., West Hartford.  
W. A. PURTELL, Treas., 52 Orchard Rd., West Hartford, Conn.  
C. L. EYANSON, Sec. & Asst. Treas., 47 Norwood Road, West Hartford.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association or corporation has any interest direct or indirect in the said stock, bonds, and other securities than as so stated by him.

L. M. BINGHAM,  
Editor.

Sworn to and subscribed before me this 1st day of October, 1943.

M. T. Montgomery, Notary Public.  
My commission expires Feb. 1, 1945.

## SERVICE SECTION

### FOR SALE—RENT—WANTED

**FOR SALE**—Valuable industrial property located within City of New Britain, with siding on the New York, New Haven and Hartford Railroad—Land area, assessed at \$53,820.00, consists of 116,015 square feet, and buildings, assessed at \$137,700.00 and contain 179,876 square feet of space—Local tax rate 29 mills—Approximately 67,000 square feet of space rented to tenants on leases which contain a six months recapture clause in the event of change of ownership and 36,000 square feet to tenants on a thirty day basis—Income from rentals amounts to \$20,000.00 per year. Address R. E. 119.

**WANTED TO BUY**—All of the outstanding shares of capital stock of a large manufacturing company having little or no present earnings—Must have invested capital of at least one million dollars, preferably several million—Your reply will be held strictly confidential by interested party. Address RE 119A.

**FOR RENT**—All or part modern brick 3 story building approximately 17,000 sq. ft.—sprinkler system—heavy mill construction—elevator—ground floor concrete suitable for garage or heavy manufacturing. Address R. E. 125.

**FOR RENT**—4000 sq. ft. of floor space on the second floor of one of Meriden's central business buildings. Elevator service and drive in facilities. Suitable for storage or manufacturing. Address R. E. 127.

**LARGE MANUFACTURER** now doing business in defense work seeks to purchase 50,000 to 200,000 square feet of floor space on one floor in a fireproof building with possibly ten acres of land—somewhere in Connecticut—with a view of expanding after the war—plant in a position to close deal immediately if specifications can be met. Address R. E. 129.

**FOR SALE**—Property at 119 Willow Street, Winsted, Connecticut—Lot approximately 250 ft. frontage on Willow Street, 190 feet has a depth of approximately 160 feet, 60 feet has a depth of approximately 60 feet—Building: main section, 3 stories, 35 ft. by 100 ft.; main section, 2 stories, 30 ft. by 58 ft.; addition, 1 story, 10 ft. by 30 ft.; addition, 1 story, 18 ft. by 25 ft.—Equipped with oil burner and coal stoker—Close to Winsted Railroad Station—Equipment for sale: power saw, jointer, shaper, drill press, sander. Address R. E. 130.

**FOR SALE**—1 Curtis Steam Turbine No. 8678—KW. 100—Speed 3,600—Form E—Steam Pressure 150 lbs.—Condensing. 1 General Electric Alternating Current Generator—No. 482647—P. F. 80%, Type ATB—2-125-3600—Form T—KW 100, Volts 600, Amps 120—Speed 3600. 1 Wheeler Condenser No. 03618—Size 5 x 12 x 10. Address S. E. 353.

**FOR SALE**—Remington Rand Electric Bookkeeping Machine, Model No. 85-E, with 14 registers, and all attachments. Excellent condition. Address S. E. 358.

**FOR SALE**—1 Smith & Mills Shaper 16", rebuilt, complete with counter-shaft and vise. Address S. E. 375.

**FOR SALE—ELECTRIC FURNACE**—250-lb. Detroit Electric Furnace, together with necessary transformers and equipment, ready for immediate operation upon installation. New Britain. Address S. E. 368.

**WANTED**—Large fireproof safe—Also wanted one miniature fireproof safe for home use. Address S. E. 381.

**FOR SALE**—Wooden box shooks sufficient to make 780 complete cases of the following dimensions:— $3\frac{1}{4}$ " x 4" x 5" I.D.,  $\frac{3}{4}$ " pine stock, double ends. Address S. E. 383.

**WANTED**—One model "A" 9 inch,  $3\frac{1}{2}$  ft. bed with  $\frac{1}{2}$  H.P., 200-volt, 3 ph. motor, 12 speed Precision South Bend Lathe. Address S. E. 392.

**FOR SALE**—Large stock of pulleys, hangers, shafting, lighting fixtures, lights and some motors. These items are all used and are available because of re-arrangements in our plant. Address S. E. 394.

**WANTED**—Quantity of used office furniture and equipment. Will pay satisfactory prices. Address S. E. 402.

### PERSONNEL

**ACCOUNTANT**—28 years treasurer and controller large retail house—would like to use organizational ability and experience in industry—age 52—\$4,000—Hartford area. Address P. W. 892.

**EXECUTIVE SMALL COMPANY**—M.I.T. graduate Engineering & Bus. Admin.—45 years old, married—22 years experience sales and industrial engineering, finance, sales promotion (and postwar planning), industrial research and handling men—desires position as manager sales

promotion, industrial engineering, personnel and public relations, assistant treasurer in company with postwar future—\$100 minimum. Address P. W. 956.

**CONTROLLER-TREASURER**—Past 10 years intimately associated in the application of all phases of Federal income taxes, particularly Corporation and Trusts—specialized work as a conferee in matters of Salary Stabilization—previous 20 years executive in banking, finance and investment, including supervision of personnel, accounting and methods—age 54—salary \$6,000. Address P. W. 962.

**MATURE EXECUTIVE**—Columbia graduate, B. S., majored Mechanics, Physics, Electricity and Economics—many years experience in organization, management, research, production and sales—can take complete charge or act as assistant—desire is to locate in New England with small or medium size concern—salary dependent on locality and responsibilities—age 51. Address P. W. 963.

**ELECTRICAL ENGINEER**—B. S. Yale—Age 43, married—Seventeen years experience in appraisal and valuation of electric plant property—Cost analysis and some time study in connection with original cost—Experience could be used in production cost analysis and control—Seeking permanent position with utility or manufacturing company in Connecticut. Address P. W. 967.

**MANUFACTURING SUPERVISOR**—Age 54—Practical experience in many phases of plant operation—Have general knowledge of manufacturing plants in Hartford area—Twenty years as production manager and director of Chemical Research. Address P. W. 968.

**EXECUTIVE SALES MANAGEMENT**—experienced in intangibles—22 years in sales and sales promotion of insurance and commercial banking—both home office and branch management—age 48—married—educated Lafayette College. Address P. W. 974.

**CONTROLLED MATERIALS PLAN**—WPB officer with extensive knowledge in this field seeking position in private industry—previous 7 years in sales-contact work for large advertising company catering to industry—age 33, married, one child—Draft status 4F. Address P. W. 978.

**EXECUTIVE** (46) experienced in sales promotion, marketing methods and product design. Graduate engineer with general knowledge of manufacturing processes. At present with out-of-state manufacturer. Open for business connection with industrial organization where initiative and ideas for present and post-war business would be appreciated. Address P. W. 992.

**PUBLICITY, EDITING, ADVERTISING**—college woman, 10 years' experience public relations in fund-raising firm NYC; editor, juvenile magazine; 6 years account executive, advertising agency, handling copy, layouts, production. Interested in war work near Sandy Hook. Used to earning \$4,500. Address P. W. 995.

**PLANT SUPERVISOR**—Licensed architect with long experience in engineering and maintenance of industrial properties—familiar with electrical installations, heating and power equipment, machinery, plumbing, construction and maintenance—Age 44. Address P. W. 1003.

**PERSONNEL MANAGER**—15 years' experience—qualified in replacement schedules, job evaluation, interviewing, job classification—labor negotiator experienced with CIO and AFL—Industrial cafeteria management—age 36—Draft 4F. Address P. W. 1021.

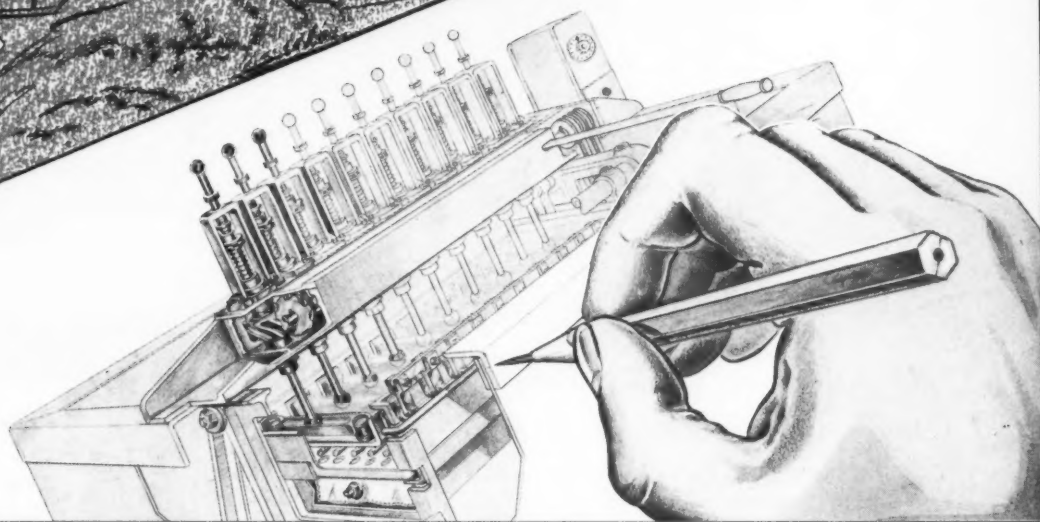
**PRODUCTION MANAGER**—Available October 1 recently associated with Connecticut firm which gained national acclaim for its record of production in the war effort. Good organizer and administrator, desires connection with firm having strong post-war possibilities. Immediate salary of secondary consideration. Address P. W. 1035.

**PERSONNEL**—Age 37—3 dependents—last ten years credit manager retail company handling industrial business—good background office routine and office accounting—\$4,000—anywhere in Connecticut. Address P. W. 1038.

**LABOR RELATIONS DIRECTOR**—Presently with a government labor body—can assume complete charge of labor relations for management—job analysis, job training, specifications and classifications, wage stabilization, incentives, personnel rating scales, safety and health, house organ, labor-management committees, experienced in vocational testing, teaching films and film strips, union contacts—age 32—pre-Pearl Harbor father. Address P. W. 1041.

**RESEARCH ENGINEER**—Specializing in cutting costs and increasing production for greater profit through analysis and use of employee's desire for recognition, coordination of departmental efforts, and creation of unity of purpose between personnel and management—seeks opportunity to apply his experiences for the benefit of a Connecticut manufacturer. Address P. W. 1044.

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